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**Financing of the United Nations Mission for Justice Support in Haiti**

# Budget for the United Nations Mission for Justice Support in Haiti for the period from 1 July 2018 to 30 June 2019

## Report of the Secretary-General

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*Summary*

The present report contains the budget for the United Nations Mission for Justice Support in Haiti (MINUJUSTH) for the period from 1 July 2018 to 30 June 2019, which amounts to $124,413,800.

The proposed budget in the amount of $124,413,800 represents an increase of $36,302,600, or 41.2 per cent, compared to the appropriation of $88,111,200 for the 8.5-month period from 16 October 2017 to 30 June 2018. Compared to the annualized levels of $124,391,800, the proposed budget represents an increase of $22,000.

The budget provides for the deployment of 295 United Nations police officers, 980 formed police units personnel, 167 international staff (including 1 temporary position), 190 national staff, 14 United Nations Volunteers and 38 Government-provided personnel.

The total resource requirements for the MINUJUSTH for the financial period from 1 July 2018 to 30 June 2019 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (security and stability, political and rule of law, human rights and support). The personnel of the Mission have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

**Financial resources**

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

| *Category* | *Apportionment[a] (2017/18)* | *Cost estimates (2018/19)* | *Variance* | |
|---|---|---|---|---|
| | | | *Amount* | *Percentage* |
| Military and police personnel | 34 279.8 | 46 442.0 | 12 162.2 | 35.5 |
| Civilian personnel | 24 727.8 | 41 586.5 | 16 858.7 | 68.2 |
| Operational costs | 29 103.6 | 36 385.3 | 7 281.7 | 25.0 |
| **Gross requirements** | **88 111.2** | **124 413.8** | **36 302.6** | **41.2** |
| Staff assessment income | 2 361.1 | 4 331.4 | 1 970.3 | 83.4 |
| **Net requirements** | **85 750.1** | **120 082.4** | **34 332.3** | **40.0** |
| Voluntary contributions in kind (budgeted) | – | – | – | – |
| **Total requirements** | **88 111.2** | **124 413.8** | **36 302.6** | **41.2** |

[a] For 8.5-month period from 16 October 2017 to 30 June 2018.

**Human resources**[a]

| | *United Nations police* | *Formed police units* | *International staff* | *National staff*[b] | *Temporary position*[c] | *United Nations Volunteers* | *Government-provided personnel* | *Total* |
|---|---|---|---|---|---|---|---|---|
| **Executive direction and management** | | | | | | | | |
| Approved 2017/18 | – | – | 16 | 16 | – | 3 | – | **35** |
| Proposed 2018/19 | – | – | 18 | 17 | – | 3 | – | **38** |
| **Components** | | | | | | | | |
| Security and stability | | | | | | | | |
| Approved 2017/18 | 295 | 980 | 19 | 10 | – | – | – | **1 304** |
| Proposed 2018/19 | 295 | 980 | 19 | 10 | – | – | – | **1 304** |
| Political and rule of law | | | | | | | | |
| Approved 2017/18 | – | – | 22 | 37 | – | – | 38 | **97** |
| Proposed 2018/19 | – | – | 21 | 38 | – | – | 38 | **97** |
| Human rights | | | | | | | | |
| Approved 2017/18 | – | – | 8 | 9 | 1 | 3 | – | **21** |
| Proposed 2018/19 | – | – | 8 | 9 | 1 | 3 | – | **21** |
| Support | | | | | | | | |
| Approved 2017/18 | – | – | 92 | 112 | – | – | – | **204** |
| Proposed 2018/19 | – | – | 100 | 116 | – | 8 | – | **224** |
| **Total** | | | | | | | | |
| Approved 2017/18 | 295 | 980 | 157 | 184 | 1 | 6 | 38 | **1 661** |
| Proposed 2018/19 | 295 | 980 | 166 | 190 | 1 | 14 | 38 | **1 684** |
| **Net change** | **–** | **–** | **9** | **6** | **–** | **8** | **–** | **23** |

[a] Represents the highest level of authorized/proposed strength.
[b] Including National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV.

# I. Mandate and planned results

## A. Overall

1. The mandate of the United Nations Mission for Justice Support in Haiti (MINUJUSTH) was established by the Security Council in its resolution 2350 (2017) of 13 April 2017 for an initial period of six months, from 16 October 2017 to 15 April 2018.

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, to assist the Government of Haiti in supporting the development of the Haitian National Police (HNP); strengthening Haiti's rule of law institutions, including the justice and correctional sectors; and advancing the promotion and protection of human rights, including through monitoring, reporting and analysis.

3. Within this overall objective, MINUJUSTH will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. The frameworks are organized according to four components: security and stability; political and rule of law; human rights; and support, which are derived from the mandate of the Mission.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission and the indicators of achievement permit the measurement of progress towards such accomplishments during the budget period. The personnel of MINUJUSTH have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared to the 2017/18 budget, have been explained under the respective components.

5. The headquarters of the Mission is located in Port-au-Prince. In addition to Port-au-Prince, formed police units are located the departments of North, Artibonite, Nippes and Grand'Anse.

## B. Planning assumptions and mission support initiatives

6. Since his inauguration on 7 February 2017, President Jovenel Moïse has focused on improving the delivery of Government's services and fostering change that will lead to sustainable development. The President's efforts are aimed at restoring investors' confidence in Haiti, rekindling the hope of the Haitian people and restoring national pride. As part of the Government's strategy to enhance effectiveness, measures have been put in place to better coordinate foreign aid. President Moïse has been personally involved by chairing meetings with bilateral and multilateral partners to discuss changes to the foreign aid paradigm to streamline the management of aid, including aid received through non-governmental organizations, and to better align resources with the Government's priorities.

7. The President's flagship initiative, the caravan of change, which aims to revitalize the infrastructure, environment, agriculture, electricity, education, health, water and sanitation sectors, continued to feature as the priority of his administration. An ambitious legislative agenda, supported by the Government, has been put in place, including key legislation on the rule of law, but adoption by Parliament has remained slow.

8. The Government has yet to launch the national dialogue foreseen as a means of establishing a vision for development grounded in popular consensus. Discord between the executive and the Superior Council of the Judiciary over judiciary

appointment procedures has contributed to persistent vacancies on important tribunals.

9. The Mission's mentoring and strategic advisory programme with HNP is under way and aims to build the capacity of officers occupying posts of responsibility. To that end, United Nations police officers are deployed and co-located with HNP. The structure of United Nations police has been set up to mirror the HNP hierarchical structure, which facilitates mentoring of national police officers at the appropriate levels. Under the programme, the Police Commissioner will continue to mentor the Director-General of HNP and United Nations police officers will continue to mentor HNP officers at their corresponding levels across departments, providing daily technical advice to approximately 150 national police officers with supervisory responsibilities. MINUJUSTH will also continue to focus on the institutional development of HNP, within the framework of its strategic development plan for 2017–2021, which was approved by the Prime Minister on 5 July 2017.

10. In areas where its formed police units are deployed, MINUJUSTH will continue to provide protection to civilians under imminent threat of physical violence, within the limits of its capabilities and with due regard to the responsibilities of the host nation. The Mission has three formed police units deployed in Port-au-Prince and one in each of the following departments: North, Artibonite, Nippes, and Grand'Anse. The formed police units are positioned to safeguard the security gains of the past years by providing operational support to HNP to maintain law and order throughout Haiti, particularly outside the capital where the presence of HNP is limited. The formed police units conduct joint field patrols with HNP to increase the latter's visibility and to provide on-the-job training for its crowd control units.

11. Furthermore, on 18 November 2017 President Moïse issued two decrees reconstituting the Armed Forces of Haiti. The impact of the reconstitution on political stability, citizen security and the development and operations of HNP is uncertain. MINUJUSTH does not have a mandate to support the development of the Armed Forces of Haiti.

12. In the absence of regional offices, the Mobile Teams Unit, composed of individuals with expertise in the areas of political, rule of law and human rights, will continue to be the Mission's mechanism to reach the nine departments outside Port-au-Prince. When travelling, members of the Unit will be joined by civilian staff from other sections with expertise relevant to the activities expected to be undertaken. The mobile teams will continue to maintain bottom-up outreach with the population and to perform monitoring and early warning tasks in the areas of the rule of law and human rights. The mobile teams will continue to engage closely with the police and corrections experts deployed to the regions and with the community violence reduction teams, ensuring an integrated approach. The mobile teams will also continue to oversee the implementation of quick-impact projects, which provide support in the area of infrastructure and equipment to the national justice, corrections and other security and human rights institutions across the country.

13. The Mission's community violence reduction programme will continue to support community-driven projects that facilitate access to legal aid for marginalized communities, with a focus on gender justice issues, social reinsertion initiatives for former detainees and former gang members, income generation and vocational training for at-risk youth, community policing and support for local human rights organizations.

14. With regard to the rule of law, MINUJUSTH will continue to focus on the areas of justice and corrections, including (a) advocacy to support the passage and implementation of key legislation; (b) strengthening legal assistance offices and developing one model jurisdiction in Port-au-Prince; (c) strengthening the

administrative and managerial capacities of the penitentiary system; and (d) supporting and strengthening the accountability and oversight mechanisms in the justice sector.

15. During the 2018/19 period, MINUJUSTH priorities regarding human rights will include providing support to civil society organizations and to the Haitian Office for the Protection of Citizens in the performance of their monitoring role. In that regard, the Mission will support the efforts of civil society to ensure accountability for past and current human rights violations and to enhance Haiti's engagement with human rights mechanisms and improve compliance with relevant international human rights instruments. The Mission's independent human rights monitoring and reporting informs its efforts on advocacy and specialized support to national security, rule of law and human rights institutions.

16. The Mission will continue its effort to outsource a number of services, which were formerly undertaken by individual contractors, to Haitian entities. The resource requirements for contractual services and individual contracts have been adjusted accordingly. MINUJUSTH will continue to provide logistical support to formed police personnel and to monitor safety and environmental standards in formed police unit camps. In addition, 38 Government-provided corrections personnel will continue to be co-located at the penitentiary administration headquarters and in nine prisons in five departments.

17. In addition to the use of United Nations vehicles, civilian staff will continue to use two helicopters to travel outside Port-au-Prince, including to the furthest destinations. The fixed-wing aircraft contract was terminated on 1 February 2018 as the use of such aircraft would have been limited to cover only three airports (Port-au-Prince, Cap Haitian and Santo Domingo), hence the requirement was no longer justified.

18. The proposed budget is based on the assumptions that a relatively stable political and security environment will be maintained during the financial period and that the Government of Haiti will manifest the will to address deficiencies in rule-of-law institutions and promulgate, implement and enforce key legislation and constitutional amendments. It is further assumed that the branches of Government will collaborate to take action against impunity, including on corruption and financial crimes. It is also assumed that the 2030 Agenda for Sustainable Development and a gradually improving socioeconomic situation will increase the State's determination to collect and transparently manage revenue and provide adequate resources to the social, security and rule-of-law sectors. Haiti's leading private-sector entities will presumably engage constructively in ensuring the improvement of State's functions, including by not impeding the State's ability to properly collect the revenue generated by State and parastatal entities. Relations with regional neighbours, in particular with the Dominican Republic, are expected to remain stable, which will enable the management of the caseload of migrants of Haitian origin as well as people at risk of becoming stateless.

## C. Regional mission cooperation

19. The Mission collaborates with regional organizations in the implementation of its mandated goals, including through consultations with the Organization of American States, the Union of South American Nations, the Caribbean Community and the Caribbean Common Market.

## D. Partnerships, country team coordination and integrated missions

20. The Mission's mandate will continue to be implemented in close collaboration with the United Nations country team in order to ensure a responsible transition to the United Nations country team, the development and humanitarian partners and the Government of Haiti. The latter is pursuing the implementation of the Sustainable Development Goals with the support of the above-mentioned partners and in accordance with the 2017–2021 United Nations Development Assistance Framework for Haiti (UNDAF). The United Nations joint programme on police, justice and corrections will leverage the comparative advantages of the Mission and United Nations partners, and will heighten the visibility and capacity of the country team to perform important functions in the area of rule of law, thereby helping to mobilize voluntary resources in anticipation of the Mission's drawdown.

21. A clearly benchmarked projected two-year exit strategy to a non-peacekeeping United Nations presence in Haiti will be presented to the Security Council in March 2018. In addition, building on the exit strategy and discussions with the Government of Haiti on the 2030 Agenda, MINUJUSTH and the United Nations country team will assess their preparedness for the upcoming transition, including through a capacity assessment of the country team against the programmatic aspects of the Mission's mandate.

22. The MINUJUSTH leadership will work in close consultation with the Special Envoy of the Secretary-General for Haiti on activities related to cholera, including the implementation of the new approach to cholera in Haiti and the development of a coherent, holistic strategic vision for long-term support to Haiti based on the 2030 Agenda on Sustainable Development. In Haiti, coordination is facilitated by the Deputy Special Representative of the Secretary-General/Resident Coordinator/Humanitarian Coordinator.

23. An Integrated Planning and Policy Group has been established, bringing together the United Nations country team and the senior management of MINUJUSTH under the guidance of the Special Representative to discuss policy and strategic issues and align mandated Mission initiatives with relevant elements of the UNDAF (2017–2021).

24. The Group of 12 plus (a group of 16 technical partners of the Government of Haiti), has been transformed into two consultative groups: the *Groupe de concertation des Chefs de cooperation*, a consultative group of heads of cooperation, co-chaired by the head of French cooperation and the Deputy Special Representative of the Secretary-General/Resident Coordinator; and the *Groupe de concertation des Chefs de missions*, a consultative group of heads of missions, co-chaired by the delegation of the European Union in Haiti and the embassy of Chile. These consultative groups will assist the Haitian authorities to develop the national framework for the implementation of the Sustainable Development Goals, including in the context of the rule of law.

25. The United Nations family will support the Government to strengthen the *Cadre de coordination de l'aide externe au développement*, a national coordination mechanism of external aid for development, which is the aid effectiveness mechanism in Haiti.

## E. Results-based-budgeting frameworks

26. In order to facilitate the presentation of proposed changes in human resources, six categories of possible staffing action have been identified. A definition of the

terminology with respect to the six categories is contained in annex I.A of the present report.

### Executive direction and management

27. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
**Human resources: executive direction and management**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Office of the Special Representative of the Secretary-General** | | | | | | | | | |
| Approved posts 2017/18 | 1 | – | 1 | – | 1 | **3** | 3 | – | **6** |
| Proposed posts 2018/19 | 1 | – | 2 | – | 1 | **4** | 3 | – | **7** |
| **Net change** (see table 2) | – | – | **1** | – | – | **1** | – | – | **1** |
| **Office of the Chief of Staff** | | | | | | | | | |
| Approved posts 2017/18 | – | 1 | 1 | – | – | **2** | 4 | – | **6** |
| Proposed posts 2018/19 | – | 1 | 2 | – | – | **3** | 4 | – | **7** |
| **Net change** (see table 3) | – | – | **1** | – | – | **1** | – | – | **1** |
| **Joint Mission Analysis Centre** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | – | – | **1** | 1 | 1 | **3** |
| Proposed posts 2018/19 | – | – | 1 | – | – | **1** | 1 | 1 | **3** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Joint Operations Centre** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | 1 | – | **2** | – | – | **2** |
| Proposed posts 2018/19 | – | – | 1 | 1 | – | **2** | – | – | **2** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Legal Affairs Unit** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | 1 | – | **2** | 2 | – | **4** |
| Proposed posts 2018/19 | – | – | 1 | 1 | – | **2** | 2 | – | **4** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Information Management Unit** | | | | | | | | | |
| Approved posts 2017/18 | – | – | – | 1 | – | **1** | 1 | – | **2** |
| Proposed posts 2018/19 | – | – | – | 1 | – | **1** | 1 | – | **2** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Gender Unit** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | – | – | **1** | 2 | – | **3** |
| Proposed posts 2018/19 | – | – | 1 | – | – | **1** | 2 | – | **3** |
| **Net change** | – | – | – | – | – | – | – | – | – |

| | International staff | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | USG–ASG | D-2–D-1 | P-5–P-4 | P-3–P-2 | Field Service | Subtotal | National staff[a] | United Nations Volunteers | Total |
| **Strategic Communications and Public Information Section** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 2 | – | – | **2** | 2 | 2 | **6** |
| Proposed posts 2018/19 | – | – | 2 | – | – | **2** | 3 | 2 | **7** |
| **Net change** (see table 4) | – | – | – | – | – | – | **1** | – | **1** |
| **Conduct and Discipline Unit** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | 1 | – | **2** | 1 | – | **3** |
| Proposed posts 2018/19 | – | – | 1 | 1 | – | **2** | 1 | – | **3** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Total** | | | | | | | | | |
| Approved 2017/18 | 1 | 1 | 9 | 4 | 1 | **16** | 16 | 3 | **35** |
| Proposed 2018/19 | 1 | 1 | 11 | 4 | 1 | **18** | 17 | 3 | **38** |
| **Net change** | – | – | **2** | – | – | **2** | **1** | – | **3** |

[a] Including National Professional Officers and national General Service staff.

*International staff: Increase of 2 posts*

*National staff: Increase of 1 post*

Table 2
**Human resources: Office of the Special Representative of the Secretary-General**

| | Change | Level | Functional title | Post action | Description |
|---|---|---|---|---|---|
| Posts | +1 | P-5 | Victims' Rights Advocate | Establishment | |
| **Net change** | **+1** | | (see table 1) | | |

28. The approved staffing establishment of the Office of the Special Representative of the Secretary-General comprises six posts: one Special Representative of the Secretary-General (Assistant Secretary-General), one Special Assistant, Political Affairs (P-4), one Senior Staff Assistant (Field Service), one Administrative Assistant (national General Service) and two Drivers (national General Service). The Office of the Special Representative of the Secretary-General provides direction and guidance to all Mission components to ensure that mandated tasks are implemented, provides the required support to the complex and sensitive activities of the Mission and ensures accurate and timely reporting.

29. In his report on special measures for protection from sexual exploitation and abuse: a new approach (A/71/818), the Secretary-General pledged to establish positions of victims' rights advocate in four peacekeeping missions where the highest numbers of cases of sexual exploitation and abuse are reported. The United Nations Stabilization Mission in Haiti (MINUSTAH), MINUJUSTH's predecessor, was among the four missions where a victims' rights advocate is required. The Security Council, in its resolution 2350 (2017), also requested the Secretary-General to take the necessary steps to ensure full compliance of all MINUJUSTH personnel with the United Nations zero tolerance policy on sexual exploitation and abuse. In that regard, MINUJUSTH needs the capacity to implement the Secretary-General's pledge to

eradicate sexual exploitation and abuse within the Organization commensurate with the existing size of its uniformed personnel of 7 formed police units, 295 United Nations police officers and 347 civilian personnel. In addition, the Mission has inherited legacy cases of sexual exploitation and abuse from MINUSTAH. Adequate capacity to deal with victims' rights will enable the Mission to further build the trust of Haitian society in the United Nations.

30. In that regard, it is proposed that one post of Victims' Rights Advocate (P-5) be established. The incumbent will work in close collaboration with the Office of the Victims' Rights Advocate at United Nations Headquarters to oversee and monitor, at the Mission level, the implementation of the Secretary-General's strategy to improve the Organization's system-wide approach to preventing and responding to sexual exploitation and abuse. The incumbent will act as the main point of contact for all victims and will ensure that a victim-centred, gender-sensitive, child-sensitive and non-discriminatory approach is integrated into all activities involving support and assistance to victims. The proposed location of this post in the Office of the Special Representative will prevent perceived or real conflicts of interest within the different components of MINUJUSTH and will demonstrate that the rights of victims of sexual exploitation and abuse are a top priority of the Mission's senior leadership.

Table 3
**Human resources: Office of the Chief of Staff**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Posts | +1 | P-4 | Policy and Best Practices Officer | Redeployment | From Office of Deputy Special Representative |
| **Net change** | **+1** | | (see table 1) | | |

31. The approved staffing establishment of the Office of the Chief of Staff comprises six posts: one Chief of Staff (D-1), one Planning Officer (P-4), one Protocol Officer (National Professional Officer), two Administrative Assistants (national General Service) and one Driver (national General Service). One of the key roles of the Chief of Staff is to promote knowledge-sharing and organizational learning across the Mission. To support the Chief of Staff in that role and to align the Mission's structure with United Nations policy, it is proposed that the post of Policy and Best Practices Officer (P-4) be redeployed to the Office of the Chief of Staff. The Policy and Best Practices Officer will be responsible for promoting knowledge-sharing and organizational learning across all areas of the Mission, including facilitating the access of staff to the sources of information required to plan and perform their functions.

Table 4
**Human resources: Strategic Communications and Public Information Section**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Posts | +1 | NGS | Public Information Assistant | Establishment | |
| **Net change** | **+1** | | (see table 1) | | |

32. The approved staffing establishment of the Strategic Communications and Public Information Section comprises six posts: one Spokesperson (P-5), four Public Information Officers (1 P-4, 1 National Professional Officer and 2 United Nations Volunteers) and one Associate Public Information Officer (National Professional

Officer). The Strategic Communications and Public Information Section supports the effective implementation of the Mission's mandate by (a) fostering support for the mandate and objectives of the Mission among the host population; (b) managing the reputation of the Mission regarding the expectations of the host population and international audiences, including on issues related to sexual exploitation and abuse and cholera; and (c) ensuring the timely, proactive and accurate dissemination of information to promote and advance the mandate of the Mission. The Section is responsible for the development and the implementation of a strategic communication plan to undertake specific communication campaigns that reflect the overall strategy and priorities of the Mission.

33. Capacity gaps regarding local media monitoring and analysis within the Strategic Communications and Public Information Section have been identified. The Section requires strengthening to enable the production of daily monitoring of traditional media (radio, television, print, web) and social media. To provide adequate capacity to support the critical aspect of media monitoring, it is proposed that one post of Public Information Assistant (national General Service) be established. The incumbent will develop the media monitoring report and thematic analysis for MINUJUSTH, which will also be shared with other United Nations agencies. Elements of the media monitoring report will inform the political analysis undertaken by the Mission. In addition, the analysis will inform the Mission about the public perception of mandate implementation, allowing adjustments to messaging and sensitization campaigns as well as to the programmatic planning and management of the public perception and reputational risk of the Mission, especially in the sensitive context of sexual exploitation and abuse and cholera.

**Component 1: security and stability**

34. The security and stability component of MINUJUSTH will maintain its focus on activities in support of the implementation of the HNP strategic development plan for 2017–2021 through the mentorship and advisory programme. Areas of focus will include (a) police administration and command and control; (b) technical and specialized management and criminal investigation skills; (c) strengthening of accountability mechanisms of HNP, including its General Inspectorate; (d) strategic planning; (e) support for gender mainstreaming within HNP; and (f) sexual and gender-based violence prevention programmes.

35. MINUJUSTH has seven formed police units, three positioned in Port-au-Prince and one in each of the four departments of North, Artibonite, Nippes and Grand'Anse. The formed police units will continue to safeguard the security gains of recent years by conducting joint field patrols with HNP to increase its visibility and provide on-the-job training to improve the skills and capacities of its crowd control units. The formed police units also provide a quick-reaction capability if requested to assist HNP to maintain a secure and stable environment in Haiti.

36. The community violence reduction programmes will foster community policing approaches in marginalized communities, including through organized police-community mediation initiatives, and will contribute to a secure environment by providing non-violent alternative livelihoods for former gang members and at-risk youth.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.1 Improved security environment throughout Haiti | 1.1.1 Decrease in ratio of homicides per 100,000 citizens reported by HNP (2016/17: 9.9; 2017/18: 9.4; 2018/19: 9.3) |
| | 1.1.2 Decrease in number of kidnappings reported to HNP in Port-au-Prince area (2016/17: 60; 2017/18: 55; 2018/19: 50) |
| | 1.1.3 Decrease in number of HNP officers killed (2016/17: 6; 2017/18: 5; 2018/19: 4) |
| | 1.1.4 Decrease in number of armed gang activities in hotspot areas of Cite Soleil, Bel-Air and Martissant (2016/17: 24; 2017/18: 22; 2018/19: 18) |

*Outputs*

- Daily patrols and planned joint operations by formed police units with HNP in departments of Artibonite, Grand'Anse, Nippes, North and West
- Provision of operational support to specialized units of HNP, as required, in conducting special operations throughout Haiti, especially in hotspot areas, in compliance with human rights standards
- Provision of operational support to HNP for public order management, upon request, in compliance with human rights standards
- Provision of a quick-reaction police capability, including a specialized weapons and tactics unit, upon request, to support HNP operations and mobility
- Provision of operational support to HNP in cases of major events, upon request, to secure key Government sites and installations, focusing primarily on Port-au-Prince
- Monthly reconnaissance flights to regions to monitor security situation
- Provision of support for the development of strategies on community policing throughout HNP departmental directorates, with a focus on prevention of crimes of sexual and gender-based violence and safety issues affecting women and girls
- Implementation of 5 quick-impact projects for minor infrastructure improvement and provision of equipment to HNP
- Implementation of 6 community violence reduction projects in the areas of community policing, entrepreneurship and labour-intensive income-generation programmes for at-risk youth, men and women

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.2 Improved operational and institutional capacities of HNP | 1.2.1 Increase in number of HNP officers per 10,000 civilians (2016/17: 15.0; 2017/18: 15.7; 2018/19: 16.5) |
| | 1.2.2 Increase in number of female HNP officers (2016/17: 1,116; 2017/18: 1,249; 2018/19: 1,400) |
| | 1.2.3 Increase in number of cases of sexual and gender-based violence investigated as a result of enhanced investigation capacity of HNP (2016/17: 164; 2017/18: 195; 2018/19: 275) |

*Outputs*

- Provision of daily advice and support to human resources services of HNP to improve its recruitment process, including development and implementation of information and sensitization campaigns, to ensure expected number of cadets, including in corrections field, per entry-level class and to ensure increased recruitment of women
- Provision of support to increase number of female police officers through regular information campaigns and through networks of women's organizations and groups
- Provision of weekly mentorship and advisory support to the National Police Academy on the management support programme to provide field training for 50 inspectors and 40 commissioners on promotion of gender balance at senior levels, including senior and upper-middle managers of Directorate of Prison Administration
- Conduct of 2 specialized training courses for 50 national police trainers on crowd control and 2 specialized training courses for 40 HNP officers on prevention of sexual and gender-based violence, with goal of building the capacity of national police instructors in those areas
- Provision of daily mentorship and advisory support to HNP command-level staff on general information and intelligence-gathering, command and leadership, ethics, human rights, gender mainstreaming, communications and information technology, techniques and tactics of intervention and the maintenance of order, crime statistics and analysis, crime scene management, transnational and organized crime management, incident management, judicial and administrative investigations and gender-based violence prevention
- Provision of daily mentorship and advisory support to national police instructors in specialized and in-service training through train-the-trainers programme in areas identified in HNP strategic development plan for 2017-2021
- Provision of weekly technical advice to HNP unit combating sexual crimes, regarding development of a database on cases of sexual and gender-based violence reported, investigated and referred to justice system
- Provision of daily technical assistance to HNP forensic laboratory and crime scene investigation teams to increase their capacity to respond to crime scenes
- Provision of mentoring and technical advice to HNP Communication Bureau to develop and implement a communication strategy and plan to support HNP strategic development plan for 2017–2021 and build trust of Haitian population in HNP
- Elaboration and implementation of at least 3 outreach communication campaigns on crime prevention and access of citizens to national police to report crimes, including allegations of financial impropriety and/or corruption

*Outputs proposed through United Nations joint programme on police, justice and corrections*

- Construction of office of HNP departmental directorate of Miragoane (Nippes) and renovation of up to 3 commissariats and subcommissariats (1 in North-West, 1 in Nippes and 1 in Grand'Anse), including provision of basic furniture and communications equipment to improve working conditions of HNP personnel and service provision as per HNP strategic development plan for 2017–2021

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.3 HNP demonstrates improved administrative and management capacity in framework of its strategic development plan for 2017–2021 | 1.3.1 Strategic Planning Directorate of HNP implements 45 of 133 priorities of its strategic development plan for 2017–2021 |
| | 1.3.2 Increase in imple nentation rate of budget of HNP funded by Government of Haiti (2016/17: 98.3 per cent; 2017/18: 99 per cent; 2018/19: 99. 5) |

| | |
|---|---|
| | 1.3.3 Increase in percentage of police school graduates assigned to Directorate of Prison Administration (2016/17: 10 per cent; 2017/18: 11 per cent; 2018/19: 12 per cent) |

*Outputs*

- Provision of daily mentorship and support to HNP leadership on development and implementation of capacity-building strategies
- Provision of weekly technical assistance to HNP Directorate of Finance and Budget on continued enhancement of its budget and finance system, including a[n] equate and specific allocation of resources to Directorate of Prison Administration and continued increase in capacity of its procurement management system
- Provision of weekly technical assistance to HNP on implementation of its strategic development plan for 2017–2021, including development of specific action plans and elaboration of follow-up reports
- Provision of technical assistance to HNP leadership to design an approach to increasing proportion of graduates from police school assigned to Directorate of Prison Administration, including women cadets

*Outputs proposed through United Nations joint programme on police, justice and corrections*

- Provision of technical advice to HNP Directorate of Strategic Planning on implementation and follow-up of its strategic development plan for 2017–2021
- Provision of technical advice to enhance capacity of HNP Directorate of Budget and Accounting for budget planning and execution
- Provision of technical advice to further develop capacity of HNP Directorate of Personnel in Human Resources Management

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 1.4 General Inspectorate of HNP provides effective oversight to entire police institution | 1.4.1 Increase in number of staff of General Inspectorate of HNP who are deployed throughout the country, with consideration of gender balance and administrative capacity to function in accordance with international norms (2016/17: 156; 2017/18: 320; 2018/19: 340) |
| | 1.4.2 Progress in implementation by General Inspectorate of its development plan for 2017–2019 (2016/17: 0 per cent; 2017/18: 50 per cent; 2018/19: 60 per cent) |
| | 1.4.3 Increase in number of sanctions, such as revocation or suspension of police duties, adopted by Director General of HNP on basis of recommendations of General Inspectorate (2016/17: 313; 2017/18: 325; 2018/19: 375) |
| | 1.4.4. Increase in number of investigations on misuse of firearms transmitted to Director General of HNP and for which a decision on whether use of firearm was justified has been issued (2016/17: 60, 2017/18: 60; 2018/19: 125) |

*Outputs*

- Organization of 3 capacity-building training sessions for 25 newly assigned officers on police oversight and accountability mechanisms and preparation for police inspections conducted by General Inspectorate of HNP
- Conduct of monthly meetings with General Inspectorate of HNP on implementation of recommendations contained in annual report of General Inspectorate
- Provision of technical assistance to General Inspectorate of HNP on implementation of its strategic development plan for 2017–2019
- Provision of daily support to national police, in conjunction with Office of Chief Inspector General, on policies and processes regarding background checks of all applicants aspiring to join the 2 classes that will be trained and will graduate during the 2018/19 period, before their admission into HNP school
- Provision of technical support and advice through monthly meetings with General Inspectorate to review and/or develop regulations related to implementation of inspections and annual audits of police services
- Provision of advice and support to General Inspectorate of HNP to implement an information and sensitization campaign to ensure accountability policies and processes are known to 100 per cent of management of HNP

*Outputs proposed through United Nations joint programme on police, justice and corrections*

- Provision of technical support to further develop capacity of General Inspectorate of HNP to conduct audits of budget execution and policing services delivered to Haitian people
- Provision of communications and information technology equipment and accessories to General Inspectorate of HNP to support its oversight and administrative capacities

*External factors*

HNP continues to implement its strategic development plan for 2017–2021, including by increasing HNP strength with the recruitment of 4,000 police officers (30 per cent female) by end-2021. Approximately 7 per cent of the national budget is made available annually to ensure development of HNP, ensuring that the State is contributing to the cost of providing a critical service to Haitian citizens. Donor support for community policing, improving infrastructure and logistics and ensuring their management throughout the country (facilities and vehicles), and improving communications systems will continue.

Table 5
**Human resources: component 1, security and stability**

| *Category* | *Total* |
|---|---|
| *I. United Nations police* | |
| Approved 2017/18 | **295** |
| Proposed 2018/19 | **295** |
| **Net change** | – |
| *II. Formed police units* | |
| Approved 2017/18 | **980** |
| Proposed 2018/19 | **980** |
| **Net change** | – |

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *III. Civilian staff* | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff[a]* | *United Nations Volunteers* | ***Total*** |
| **Office of the Police Commissioner** | | | | | | | | | |
| Approved posts 2017/18 | – | 2 | 3 | – | 1 | **6** | 1 | – | **7** |
| Proposed posts 2018/19 | – | 2 | 3 | – | 1 | **6** | 1 | – | **7** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Police Operations Unit** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | – | – | **1** | 8 | – | **9** |
| Proposed posts 2018/19 | – | – | 1 | – | – | **1** | 8 | – | **9** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Capacity-building Section** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 3 | 9 | – | **12** | 1 | – | **13** |
| Proposed posts 2018/19 | – | – | 3 | 9 | – | **12** | 1 | – | **13** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Subtotal, civilian staff** | | | | | | | | | |
| Approved posts 2017/18 | – | 2 | 7 | 9 | 1 | **19** | 10 | – | **29** |
| Proposed posts 2018/19 | – | 2 | 7 | 9 | 1 | **19** | 10 | – | **29** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Grand total (I–III)** | | | | | | | | | |
| Approved 2017/18 | – | 2 | 7 | 9 | 1 | **19** | 10 | – | **1 304** |
| Proposed 2018/19 | – | 2 | 7 | 9 | 1 | **19** | 10 | – | **1 304** |
| **Net change** | – | – | – | – | – | – | – | – | – |

[a] Including National Professional Officers and national General Service staff

### Component 2: political and rule of law

37. MINUJUSTH will utilize its good offices to secure political commitment from both the executive and legislative branches of the Government to assist with strengthening the rule of law institutions, including those responsible for electoral matters. This includes

engaging a wide range of national stakeholders, both governmental and civil society, including women and youth groups, and the private sector.

38. In close collaboration with the United Nations country team, MINUJUSTH will continue to advocate for the adoption and implementation of key pieces of legislation, especially those that (a) underpin the proper organization and functioning of the justice system to resolve disputes that drive conflict (e.g., the criminal law and code of criminal procedure, the law on legal aid and the prison law); (b) reinforce institutional functioning such as reorganizing the Ministry of Justice and Public Security and the Superior Council of the Judiciary, realigning the structure of the school of magistracy, supporting the establishment of strengthened electoral institutions, in particular the Permanent Electoral Council, and fostering the consolidation of anti-corruption institutions, in particular the Superior Court of Audit and Administrative Disputes; and (c) promote gender equality and action against sexual and gender-based violence (gender equality bill, law on prevention, punishment and eradication of violence against women). MINUJUSTH will provide dedicated capacity-building and advisory support for the effective operation of the judicial chain, ranging from the arrest of a suspect by the police to the charging of the defendant and his/her detention. The Model Jurisdiction Section will work in one selected judicial jurisdiction in Port-au-Prince to catalyse national initiatives that may be replicated in other jurisdictions throughout Haiti.

39. Mobile teams composed of staff members with expertise in political affairs, justice, corrections, human rights and community violence reduction, who are based in Port-au-Prince, will travel to regions to ensure that the Mission's advice and support are accessible to local authorities and communities in the nine departments outside Port-au-Prince. These mobile teams will work in a coherent manner with deployed United Nations police officers and formed police units to pursue an integrated strategy.

40. The Community Violence Reduction Unit, in partnership with the Mission's Political and Rule of Law Officers, will apply a bottom-up approach to the community violence reduction programme by means of projects that reinforce the rule of law through initiatives such as the provision of legal aid to marginalized communities and the rehabilitation and reinsertion into communities of prison detainees after their release. To complement these efforts, mobile teams will facilitate the implementation of quick-impact projects that improve infrastructure and provide equipment to local police, court and prison facilities.

41. MINUJUSTH will support the implementation of the Directorate of Prison Administration's strategic development plan for 2017–2021, which forms part of the HNP strategic development plan for the same period. Through mentoring and transfer of expertise to senior-level officers of the Directorate of Prison Administration, MINUJUSTH's corrections experts and government-provided personnel will continue to deliver assistance focused on organizational development, security and improvement of detention conditions, and gender-responsive administration and management, including strengthening the autonomy of the Directorate in the management of its budget. MINUJUSTH will also support the Directorate to develop and implement a recruitment and training road map with a view to increasing the number of its personnel.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 2.1 Strengthened rule of law institutions, specifically the justice and corrections systems, through improved administration | 2.1.1 National prioritization of legislative agenda is agreed upon among executive, legislative and judicial branches of Government |
| | 2.1.2 Criminal law, criminal code and procedure law and legal aid law are discussed in 9 regions among civil society associations, lawyers and parliamentarians and inserted in legislative agenda of 2019 legislature |
| | 2.1.3 Electoral legislation pertaining to Permanent Electoral Council is revised and adopted to ensure free and fair elections |

*Outputs*

- Mobile team visits to the 10 departments engage local authorities and civil society on rule of law issues and create linkages between local constituencies and their parliamentary representatives on justice-related issues
- Implementation of 30 community violence reduction public outreach and community mediation projects in support of public dialogue on strengthening judicial system, in partnership with Ministry of Justice and Public Safety
- Implementation of 5 community violence reduction projects in support of police stations, the national penitentiary, the Cabaret prison, the Arcahaie prison, the correction facility for minors in conflict with the law, the prosecutor's office, investigating judges and the first instance tribunal
- Implementation of 4 quick-impact projects in support of minor infrastructure and equipment for rule of law institutions at communal and subregional levels
- Conduct 2 public information and sensitization campaigns: on gender equity and gender empowerment related to access to justice for women and girls, and on access to justice for victims of gender-based violence or other conflicts that systematically disempower women
- Conduct 10 outreach campaigns, 1 per region, to address impunity for gender-based crimes and ensure access to justice for women and girls
- Weekly engagement with relevant authorities, political parties, civil society representatives, including representatives of women's organizations, and United Nations agencies and programmes
- Conduct of 6 panel discussions and seminars in partnership with media and civil society, including women's groups
- Holding of monthly advocacy and coordination meetings with the Government to set up a steering and monitoring committee aimed at harmonizing interventions and investments in the rule of law sector, promoting co-leadership with the Government with a view to its full empowerment
- Conduct of diplomatic and donor coordination meetings every 2 months to ensure common messaging and enhance efficiency
- In close collaboration with the United Nations Development Programme, provision as needed of technical and political advice on electoral matters aiming at the adoption of legislation for a professional, independent and permanent electoral council and the consolidation of a regulatory framework in support of credible and timely elections, including transparent mechanisms for the resolution of electoral disputes
- Provision of regular analysis to the leadership of the Mission and the United Nations country team on streamlining technical and political efforts, thereby further strengthening national capacities and national ownership of electoral processes

- Provision of good offices and technical assistance for the elaboration of a national strategy and development plan in the rule of law sector, including benchmarks and a transition strategy
- Co-organization of senior and technical coordination meetings with the United Nations country team with a view to elaborating and adopting a feasible transition, aligned with the priorities of the Government of Haiti
- Development of a transition implementation strategy for MINUJUSTH and the United Nations country team, in partnership with and with the full involvement of the Government
- Provision of support for the elaboration of internal and public information and sensitization campaigns to enhance the functioning of the justice system, access to justice and reduction of prolonged pretrial detentions
- Organize 18 campaign events in the 9 regions to ensure access to justice for women and girls

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 2.2 Enhanced functioning of key justice institutions and their oversight bodies and of national legal aid framework | 2.2.1 Adoption and implementation of a law on the organization and functioning of the Ministry of Justice and Public Security |
| | 2.2.2 Adoption and implementation of a budget and plan for a State-provided legal aid programme as a strategy for ensuring sustainable access to justice for vulnerable groups |
| | 2.2.3 Increase in number of inspections undertaken by Prosecution Inspection Office of Ministry of Justice and Public Security throughout the country (2018/19: 18 courts of first instance and 5 courts of appeal) |
| | 2.2.4 Annual report of Superior Council of the Judiciary includes information on work of the judicial inspectorate and outcomes of mechanism for evaluation and certification of judges |

*Outputs*

- Provision of support through monthly meetings and technical advice for drafting and adoption of an organic law for the Ministry of Justice and Public Security and creation of a permanent joint working group between Ministry of Justice and Superior Council of the Judiciary in order to delineate their respective roles and responsibilities
- Provision of technical support and advice through 6 meetings on implementation of national programme on legal aid, including on development of its budget
- Provision of technical support and advice through monthly meetings with Prosecution Inspection Office of Ministry of Justice and Public Security on planning their inspections, reporting and follow-up activities
- Provision of 12 sessions of technical assistance, advocacy and support to increase number of inspections done by oversight body of the Superior Judicial Council and number of evaluations of magistrates, number of certifications and number of complaints received and processed
- Provision of 12 sessions of technical support to judicial oversight bodies of Ministry of Justice and Public Security and Superior Council of the Judiciary, aiming to revise and update their regulatory frameworks and to elaborate key performance indicators for their personnel
- Implementation of 5 quick-impact projects in support of minor infrastructure and equipment supply for the rule of law institutions at national and regional levels

*Outputs proposed through United Nations joint programme on police, justice and corrections*

- Provision of support to Ministry of Justice and Public Security and Superior Council of the Judiciary to continue to implement their gender policy and capacity-building on sexual and gender-based violence
- Support implementation of a State-provided legal aid framework
- Support the work of oversight bodies (Judicial Inspectorate of Superior Council of the Judiciary and Prosecution Inspection Office of Ministry of Justice and Public Security) to carry out inspections throughout the country
- Construction and/or rehabilitation of 1 tribunal
- Support the recently established *Brigade d'intervention contre l'insécurité foncière* in the Ministry of Justice and Public Security to address violence related to land disputes

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 2.3 Enhanced functioning of justice system and access to justice, particularly for pretrial detainees in selected model jurisdiction in Port-au-Prince | 2.3.1 Increase by 15 per cent in number of new case files processed by prosecutors (2016/17: 654; 2017/18: 695; 2018/19: 800) |
| | 2.3.2 Decrease in number of defendants in pretrial detention in excess of two years in model jurisdiction of Port-au-Prince (2017/18: 50.4 per cent of prison population; 2018/19: 40 per cent of prison population) |
| | 2.3.3 Increase by 25 per cent in number of cases closed by investigative judges in model jurisdiction (2016/17: 550; 2017/18: 600; 2018/19: 750) |
| | 2.3.4 Increase by 45 per cent in number of penal cases adjudicated in model jurisdiction (2016/17: 401; 2017/18: 420; 2018/19: 609) |

*Outputs*

- Provision of technical assistance and support through 10 working sessions of the committee on penal justice system with court, police and prisons to reduce number of detainees in prolonged pretrial detention, the application of the immediate trial procedure and the processing of cases without delay
- Provision of technical assistance and financial support to 3 legal aid offices in the model jurisdiction of Port-au-Prince to provide access to legal aid for prolonged pretrial detainees and immediate trial procedures
- Implementation of 1 pilot project for legal aid mobile clinic in areas with limited presence of Government institutions and limited access to justice, through national non-governmental organizations, to ensure access to legal aid and follow-up of cases of rape and other forms of sexual and gender-based violence
- Implementation of 1 community violence reduction labour-intensive project in support of construction and reconstruction of justices of the peace
- Implementation of 5 quick-impact projects in support of minor infrastructure and equipment for rule of law institutions in the model jurisdiction
- Conduct monthly coordination sessions with legal aid offices to monitor progress in processing of cases before courts and release of detainees
- Conduct 1 workshop in model jurisdiction with court personnel and police on management of incriminating evidence

- Provision of technical assistance and support to court actors to strengthen function of registry, prosecutors' office, investigative judges' offices and office of dean of court in model jurisdiction
- Provision of technical assistance and support for implementation of action plan of Ministry of Justice and Public Safety to fight prolonged pretrial detention

*Outputs proposed through United Nations joint programme on police, justice and corrections*

- Support provision of legal aid, with a strong focus on women and girls in prisons
- Reinforce capacity of the judicial actors on implementation of legislation on money-laundering and anti-corruption
- Provide equipment for clerks' office on evidence storage and archive management

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 2.4 Improvements in administrative, management and operational capacities of Directorate of Prison Administration, including in prison conditions | 2.4.1 HNP organic law and law on prisons are implemented and Directorate of Prison Administration manages its own budget |
| | 2.4.2 Progress in implementation of Directorate of Prison Administration's strategic development plan for 2017–2021 (2017/18: 25 per cent of the provisions; 2018/19: 50 per cent of the provisions) |
| | 2.4.3 Policy directive of Directorate of Prison Administration on gender mainstreaming and on social reinsertion is fully implemented |
| | 2.4.4 Directorate of Prison Administration male and female officers are recruited and trained on management and administration (2017/18: 150; 2018/19: 300) |
| | 2.4.5 Certification of 9 prisons by Directorate of Prison Administration as able to operate in accordance with international standards without international support (2017/18: 9; 2018/19: 9) |

*Outputs*

- Provision of 2 advocacy workshops for Office of the Director General of HNP, Ministry of Justice and Public Security and Office for the Protection of Citizens to support presentation to Parliament of law on prisons and HNP organic law
- Political engagement and mediation with relevant Members of Parliament and parliamentary commissions for promulgation of law on prisons and HNP organic law elevating the Directorate of Prison Administration to a central directorate within HNP, as an intermediate step towards eventual full separation of Directorate from HNP
- Provision of technical support and advice to Directorate General and Central Division of Administration of HNP on costing of components of HNP strategic development plan for 2017–2021 applicable to Directorate of Prison Administration
- Provision of targeted support for implementation of components of HNP strategic development plan for 2017–2021 applicable to Directorate of Prison Administration on organizational development, prison security, improvement of detention conditions, gender-responsive prison management, administration and management, and rehabilitation and reintegration of detainees

- Provision of technical support to HNP and Directorate of Prison Administration to develop and implement a targeted and dedicated recruitment and training strategy for prison personnel
- Mentor and train personnel of Directorate of Prison Administration headquarters on management and administration, enabling them to begin gradually fulfilling their administrative functions and to independently manage the Directorate's financial resources
- Provision of support to Directorate of Prison Administration to complete process of certification of 9 prisons in Haiti as capable of operating without full-time mentoring support from international actors
- Co-location of MINUJUSTH Corrections Officers in 9 key prison facilities to provide advisory and technical support on effective prison management
- Coordination of 4 advocacy meetings with national authorities from Directorate of Prison Administration and HNP on prison development, policy, programming and services to increase their professionalism and accountability
- Implementation of 18 community violence reduction programmes to provide professional skills training for prisons' inmates and at-risk youth
- Implementation of 5 quick-impact projects for minor infrastructure improvement and provision of equipment to prison facilities

*Outputs proposed through United Nations joint programme on police, justice and corrections*

- Provision of support to Directorate of Prison Administration to continue to implement its strategic development plan for 2017–2021, its gender policy directive, including gender-responsive prison management, and its social reinsertion policy
- Provision of support to Directorate of Prison Administration, including both financial and technical assistance, to roll out the Automated Fingerprint Identification System/Offender management system in the 9 remaining prisons
- Coordinate two follow-up workshops to establish linkages between court data-management system and automated fingerprint identification system and United States Department of State/Bureau of International Narcotics and Law Enforcement Affairs data-management system in prisons, and establish mechanisms for data-sharing among police, courts and prison systems

*External factors*

The Government assumes responsibility for long-term institutional strengthening process. Commitment by the Government and legislature to strengthen the judicial system and to respect the independence of the judiciary will be key, including through providing the necessary resources to support the Ministry of Justice and Public Security and the Superior Council of the Judiciary, as well as the adoption of key legislation (draft criminal law and draft code of criminal procedure, law on legal aid, prison law, etc.).

Table 6
**Human resources: component 2, political and rule of law**

| *Category* | *Total* |
|---|---|
| *I. Government-provided personnel* | |
| Approved 2017/18 | **38** |
| Proposed 2018/19 | **38** |
| **Net change** | – |

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *II. Civilian staff* | *USG–ASG* | *D-2–D-1* | *P-5–P-4* | *P-3–P-2* | *Field Service* | ***Subtotal*** | *National staff[a]* | *United Nations Volunteers* | ***Total*** |
| **Office of Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)** | | | | | | | | | |
| Approved posts 2017/18 | – | 1 | 2 | – | 1 | **4** | 2 | – | **6** |
| Proposed posts 2018/19 | – | 1 | 1 | – | 1 | **3** | 2 | – | **5** |
| **Net change** (see table 7) | – | – | **(1)** | – | – | **(1)** | – | – | **(1)** |
| **Office of the Chief of Political and Rule of Law Service** | | | | | | | | | |
| Approved posts 2017/18 | – | 1 | – | – | – | **1** | 2 | – | **3** |
| Proposed posts 2018/19 | – | 1 | – | – | – | **1** | 2 | – | **3** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Political Outreach Section** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 2 | – | – | **2** | 2 | – | **4** |
| Proposed posts 2018/19 | – | – | 2 | – | – | **2** | 2 | – | **4** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Political Analysis and Reporting Unit** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 2 | 1 | – | **3** | – | – | **3** |
| Proposed posts 2018/19 | – | – | 2 | 1 | – | **3** | – | – | **3** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Model Jurisdiction Section** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | 1 | – | **2** | 3 | – | **5** |
| Proposed posts 2018/19 | – | – | 1 | 1 | – | **2** | 4 | – | **6** |
| **Net change** (see table 8) | – | – | – | – | – | – | **1** | – | **1** |
| **Institutional Support Unit** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | 1 | – | **2** | 4 | – | **6** |
| Proposed posts 2018/19 | – | – | 1 | 1 | – | **2** | 4 | – | **6** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Corrections Section** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 2 | 1 | – | **3** | 4 | – | **7** |
| Proposed posts 2018/19 | – | – | 2 | 1 | – | **3** | 4 | – | **7** |
| **Net change** | – | – | – | – | – | – | – | – | – |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Mobile Teams Unit** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | 1 | – | 2 | 13 | – | 15 |
| Proposed posts 2018/19 | – | – | 1 | 1 | – | 2 | 13 | – | 15 |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Community Violence Reduction Unit** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | 1 | 1 | 3 | 7 | – | 10 |
| Proposed posts 2018/19 | – | – | 1 | 1 | 1 | 3 | 7 | – | 10 |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Subtotal, civilian staff** | | | | | | | | | |
| Approved posts 2017/18 | – | 2 | 12 | 6 | 2 | 22 | 37 | – | 59 |
| Proposed posts 2018/19 | – | 2 | 11 | 6 | 2 | 21 | 38 | – | 59 |
| **Net change** | – | – | **(1)** | – | – | **(1)** | **1** | – | – |
| **Total (I-II)** | | | | | | | | | |
| Approved 2017/18 | – | 2 | 12 | 6 | 2 | 22 | 37 | – | 97 |
| Proposed 2018/19 | – | 2 | 11 | 6 | 2 | 21 | 38 | – | 97 |
| **Net change** | – | – | **(1)** | – | – | **(1)** | **1** | – | – |

[a] Including National Professional Officers and national General Service staff

*International staff: decrease of 1 post*

*National staff: increase of 1 post*

Table 7
**Human resources: Office of Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Posts | -1 | P-4 | Policy and Best Practices Officer | Redeployment | To the Office of the Chief of Staff |
| **Net change** | **-1** | | (see table 6) | | |

42. As per paragraph 31 of the present report, it is proposed to redeploy the Policy and Best Practices Officer post (P-4) to the Office of the Chief of Staff.

Table 8
**Human resources: Model Jurisdiction Section**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Posts | +1 | NGS | Administrative Assistant | Establishment | |
| **Net change** | **+1** | | (see table 6) | | |

43. The approved staffing establishment of the Model Jurisdiction Section comprises five posts: one Senior Rule of Law Officer (P-5), three Rule of Law Officers (1 P-3 and 2 National Professional Officer) and one Associate Rule of Law Officer (National Professional Officer). The Model Jurisdiction Section supports the jurisdiction of Port-au-Prince to detect, prioritize, define legal strategies, build data, convene monitoring sessions and coordinate meetings to process a critical mass of

prolonged pretrial detention cases. The Section coordinates efforts of the police, justice and correction components to reinforce the criminal justice chain in the Port-au-Prince tribunal of first instance jurisdiction. In collaboration with legal aid offices, the Section analyses the detainee lists obtained from both the penal and justice systems and defines strategies to resolve individual and group cases.

44. Currently, the Model Jurisdiction Section does not have an Administrative Assistant to assist in the implementation of its mandated activities. As such, the Section does not have adequate administrative support in its day-to-day activities, including support for increased daily mentoring and training to prosecutors, investigative judges, judges of peace (the judge in charge of tribunals of peace established at the level of the communes) and defence attorneys through new legal aid offices for pretrial detainees. The Model Jurisdiction Section works closely with the Institutional Support Unit, which supports the Government in elaborating a comprehensive approach to justice sector reform and in preparing draft legislation and advocating for its adoption. The Institutional Support Unit provides technical support to the Inspectorates of the Superior Council of the Judiciary and the Ministry of Justice and Public Security.

45. In that regard, it is proposed that one post of Administrative Assistant (national General Service) be established. The post will be part of the Model Jurisdiction Section but will also support the Institutional Support Unit. The incumbent will provide administrative support to both entities and will assist in the documentation workflow, plan and organize workshops, and assist professional officers in the field in collecting data and liaising with local partners.

**Component 3: human rights**

46. The human rights component will undertake activities covering three areas: (a) improved Government's compliance with human rights mechanisms; (b) improved capacity of the Office for the Protection of Citizens; and (c) improved capacity of civil society organizations to ensure better promotion and protection of human rights in Haiti. The human rights component will continue to focus its interventions on improving the professionalism, accountability and human rights compliance of the police, justice and corrections institutions.

47. MINUJUSTH will work to increase Haiti's engagement with the international human rights mechanisms, encouraging the Government to adopt a plan of action for the implementation of the recommendations of the various special procedures and treaty bodies. Over the coming two years, the Office for the Protection of Citizens will build the necessary capacity to independently monitor and advocate for accountability for human rights violations and will play an effective monitoring role with respect to the constitution and the laws of the country in line with the Paris Principles, which relate to the status and functioning of national institutions for the protection and promotion of human rights and which were adopted by the General Assembly in its resolution 48/134 of 20 December 1993.

48. MINUJUSTH will gradually transition its human rights support functions to national and civil society institutions. Technical assistance and support will be extended to civil society organizations that are involved in human rights issues. The human rights component will continue to monitor, investigate, analyse and report on the human rights situation in Haiti, identifying patterns and trends of violations and advising the authorities on strategies and measures to address impunity for ongoing and past violations. Members of the human rights component will also be part of the Mission's mobile teams for joint monitoring, when necessary. The Mission will reinforce human rights efforts through programmatic interventions, community violence reduction initiatives to support local civil society organizations that monitor

human rights and quick-impact projects for training, logistical and technical support to human rights monitoring organizations.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 3.1 Increased compliance by Haiti with United Nations human rights instruments, mechanisms and bodies | 3.1.1 Government, through its Inter-Ministerial Committee on Human Rights, adopts a plan of action for implementation of recommendations of human rights mechanisms such as the Human Rights Council and its special procedures and universal periodic review (2017/18: 1; 2018/19: 1) |
| | 3.1.2 Government demonstrates its engagement with United Nations human rights mechanisms by accepting requests for official visits by United Nations human rights special procedures (2016/17: 1; 2017/18: 1; 2018/19: 1) |
| | 3.1.3 Government maintains a minimum number of overdue reports to human rights mechanisms and bodies on implementation of its human rights commitments (2016/17: 1; 2017/18: 1; 2018/19: 1) |
| | 3.1.4 Government appoints a high-level focal point within executive branch to coordinate action on human rights issues and activates Inter-Ministerial Committee on Human Rights (2017/18: 1; 2018/19: 1) |

*Outputs*

- 2 high-level interventions by leadership of Mission with Prime Minister to advocate for appointment of a high-level focal point within executive branch to coordinate action on human rights issues and activate Inter-Ministerial Committee on Human Rights
- Monthly meetings with Inter-Ministerial Committee on Human Rights and at least 3 advocacy initiatives by Mission senior leadership with members of executive branch of Government

*Outputs proposed through United Nations joint programme on police, justice and corrections*

- Provision of 3 technical sessions and organization of 2 specialized workshops in order to assist Inter-Ministerial Committee on Human Rights in developing national plan of action and complying with reporting obligations to United Nations special procedures and treaty bodies

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 3.2 Enhanced capacity of national human rights institution, the Office for the Protection of Citizens, to operate as an independent and reliable human rights accountability mechanism, in accordance with Paris Principles | 3.2.1 Office for the Protection of Citizens continues to be fully compliant (status A) with international standards on work of national human rights institutions, and maintains structural capacity to operate as an independent and effective institution in accordance with Paris Principles |
| | 3.2.2 Office for the Protection of Citizens releases a public report of its activities and achievements (2017/18: 1; 2018/19: 1) |

| | |
|---|---|
| | 3.2.3 Office for the Protection of Citizens provides legal opinions to legislative and executive branches of Government on draft legislation and other issues that impact enjoyment of human rights (2017/18: 1; 2018/19: 1) |
| | 3.2.4 Office for the Protection of Citizens provides police and justice oversight bodies with investigation reports on allegations of human rights abuses perpetrated by police officers or magistrates (2017/18: 1; 2018/19: 1) |
| | 3.2.5 Office for Protection of Citizens, with civil society organizations, jointly undertakes advocacy initiatives against impunity for most serious human rights violations, including those committed in the past (2017/18: 1; 2018/19: 1) |

*Outputs*

- Conduct at least 3 advocacy initiatives by Mission's senior leadership with members of executive branch in support of a structurally independent Office for the Protection of Citizens, the apportionment of a steady and predictable budget and appointment of its senior managers
- Monthly meetings and 2 training sessions with Office for the Protection of Citizens reporting team to produce and release at least 1 public report on its activities and achievements
- Monthly meetings and 2 training sessions with the legal advisers of Office for the Protection of Citizens to produce at least 1 legal opinion on draft laws that impact the enjoyment of human rights
- Conduct at least 1 joint human rights investigation with Office for the Protection of Citizens
- Monthly joint monitoring with Office for the Protection of Citizens of allegations of violations of human rights
- Monthly joint monitoring with Office for the Protection of Citizens of violations of human rights by national security forces
- Monthly joint monitoring with Office for the Protection of Citizens of police stations and prisons

*Outputs proposed through United Nations joint programme on police, justice and corrections*

- Provision assistance to Office for the Protection Citizens, including through placement of experts, delivery of training, provision of equipment and materials and assistance for minor infrastructural rehabilitation

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 3.3 Strengthened capacity of civil society organizations to monitor human rights violations in an independent manner | 3.3.1 At least 5 civil society organizations continue to develop their skills to prepare alternative reports to human rights mechanisms, attend committee sessions and engage with human rights mechanisms (2017/18: 5; 2018/19: 5) |
| | 3.3.2 Legal proceedings resume for one of the most serious human rights violations committed in the past as result of joint advocacy initiatives by civil society organizations towards state authorities (2017/18: 1; 2018/19: 1) |

| | |
|---|---|
| | 3.3.3 State authorities adopt measures to protect vulnerable groups against discrimination, including discrimination affecting children in domesticity, migrants, women and lesbian, gay, bisexual, transgender and intersex persons, as a result of joint advocacy initiatives by civil society organizations (2017/18: 1; 2018/19: 1) |

*Outputs*

- Provision of technical assistance through facilitation of 3 formal training opportunities to 5 civil society organizations to enhance their capacity in advocacy and reporting to human rights mechanisms
- Implementation of 4 pilot community violence reduction projects in support of local civil society organizations that monitor human rights violations
- Organization and delivery of at least 1 training workshop on monitoring, investigating and reporting for civil society organizations
- Joint monitoring with 1 civil society organizations of the response of national authorities to allegations of discrimination against vulnerable groups, including lesbian, gay, bisexual, transgender and intersex persons
- Joint monitoring with women's organizations of the response of the national authorities to violence against women
- Monthly joint monitoring of the situation of Haitians and persons of Haitian origin in the Dominican Republic at risk of being expelled and of those who have been expelled or returned
- Annual joint monitoring with civil society organizations of State response to allegations of the most serious human rights violations perpetrated in the past
- Joint organization with civil society organizations of celebrations for 5 international human rights days: International Women's Day (8 March), United Nations International Day in Support of Victims of Torture (26 June), Universal Children's Day (20 November), International Day for the Elimination of Violence against Women (25 November) and Human Rights Day (10 December)
- Implementation of 2 quick-impact projects for minor infrastructure improvement and provision of equipment to human rights institutions

*Outputs proposed through United Nations joint programme on police, justice and corrections*

- Provision of assistance to civil society organizations, including through placement of experts, delivery of training, provision of equipment and materials to enhance their capacity to monitor and advocate for serious human rights violations, including those committed by past regimes

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 3.4 Enhanced compliance by HNP with international human rights standards | 3.4.1 Data on number of suspects held without charge in 5 largest police holding centres for more than 48 hours is collected and a baseline established (2017/18: 0 baseline; 2018/19: baseline for 5 holding centres established) |
| | 3.4.2 Number of detainees held beyond legal limits in 5 largest police holding centres decreases by 25 per cent (2018/19: baseline established; 2019/20: reduction by 25 per cent) |

3.4.3 Increase in number of transfers to judiciary from General Inspectorate of HNP of serious human rights violations attributing criminal responsibility to HNP officers (2017/18: 0; 2018/19: 3)

*Outputs*

- Monitoring, collection and analysis of data on number and proportion of persons held in police custody without charge for more than 48 hours in 5 largest police holding centres
- Advocacy with HNP for release of persons either illegally or arbitrarily arrested or held in police custody without charge beyond 48 hours
- Monthly meeting with General Inspectorate of HNP to review serious cases of human rights violations by national police elements and provision of technical advice and support for transfer to judiciary from General Inspectorate of cases involving criminal responsibility by HNP officers

*Outputs proposed through United Nations joint programme on police, justice and corrections*

- Support for specialized training for prosecutors, judges, judicial personnel, police officers and cadets of the Police Academy on human rights, with a particular focus on use of force/arms and legal framework for arrests

*External factors*

Government appoints a high-level focal point empowered to coordinate a functional Inter-Ministerial Human Rights Committee. This critical appointment remains outstanding since early 2015. National human rights institutions and civil society organizations begin to act independently of political influence and increase their monitoring and analysis skills to report transparently on the human rights situation in the country. These entities also demonstrate commitment to advocate on the basis of international human rights standards with the three branches of power.

Table 9
**Human resources: component 3, human rights**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *Civilian staff* | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Human Rights Service** | | | | | | | | | |
| Approved posts 2017/18 | – | 1 | 3 | 4 | – | **8** | 9 | 3 | **20** |
| Proposed posts 2018/19 | – | 1 | 3 | 4 | – | **8** | 9 | 3 | **20** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| Approved temporary positions[b] 2017/18 | – | – | 1 | – | – | **1** | – | – | **1** |
| Proposed temporary positions[b] 2018/19 | – | – | 1 | – | – | **1** | – | – | **1** |
| **Net change** | – | – | – | – | – | – | – | – | – |
| **Subtotal** | | | | | | | | | |
| Approved 2017/18 | – | 1 | 4 | 4 | – | **9** | 9 | 3 | **21** |
| Proposed 2018/19 | – | 1 | 4 | 4 | – | **9** | 9 | 3 | **21** |
| **Net change** | – | – | – | – | – | – | – | – | – |

[a] Including National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

**Component 4: support**

49. The support component will continue to provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate through the delivery of related outputs and the introduction of service improvements and the realization of efficiency gains. Support will be provided to the authorized strength of 980 formed police personnel and 295 United Nations police, as well as to 167 international staff, 190 national staff and 14 United Nations Volunteers. The range of support will comprise all support services, including the implementation of conduct and discipline programmes, personnel, administration, contract management, finance services, environmental compliance, aviation safety, procurement, staff counselling, welfare, maintenance and construction of office and accommodation facilities, mail and pouch, air and surface transport operations, communications and information technology and health care, as well as the provision of security services Mission-wide. In addition, the Mission will continue its efforts in securing and improving the use and functions of Umoja. The Mission will continue to provide aviation services that are safe, reliable, effective and cost-efficient to support the implementation of its mandate. To improve the comparability for the performance of these services, the component has strengthened its result-based-budgeting framework.

| *Expected accomplishments* | *Indicators of achievement* |
|---|---|
| 4.1 Rapid, effective, efficient and responsible support services for the Mission | 4.1.1 Percentage of approved flight hours utilized (excluding search and rescue, medical evacuation/ casualty evacuation (2017/18: ≥90 per cent; 2018/19: ≥90) |
| | 4.1.2 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2018/19: ≤5 per cent) |
| | 4.1.3 Average annual percentage of vacant authorized international posts (2017/18: 13.8 per cent; 2018/19: 11 per cent) |
| | 4.1.4 Average annual percentage of female international civilian staff (2017/18: 50 per cent; 2018/19: 32 per cent) |
| | 4.1.5 Average number of working days for roster recruitments, from closing of job opening to selection, for all international staff selections (2017/18: ≤48; 2018/19: ≤48) |
| | 4.1.6 Average number of working days for post-specific recruitments, from closing of job opening to selection, for all international staff selections (2017/18: ≤130; 2018/19: ≤130) |
| | 4.1.7 Overall score on Department of Field Support environmental management scorecard (2017/18: 100 per cent; 2018/19: 100 per cent) |
| | 4.1.8 Percentage of all communications and information technology incidents resolved within the established targets for high, medium and low criticality (2017/18: ≥85 per cent; 2018/19: 85 per cent) |

4.1.9 Compliance with field occupational safety risk management policy (2017/18: 100 per cent; 2018/19: 100 per cent)

4.1.10 Overall score on Department of Field Support property management index based on 20 underlying key performance indicators (2017/18: ≥1,800; 2018/19: ≥1,800)

4.1.11 Percentage of contingent personnel in standard-compliant United Nations accommodation on 30 June 2018, in line with memorandums of understanding (2017/18: 100 per cent; 2018/19: 100 per cent)

4.1.12 Compliance of vendors with United Nations rations standards for delivery, quality and stock management (2017/18: ≥95 per cent; 2018/19: ≥95 per cent)

*Outputs*

**Service improvements**

- Implementation of mission-wide environmental action plan in line with United Nations environment strategy
- Support for implementation of United Nations supply chain management strategy and blueprint
- Consolidate all MINUJUSTH personnel and equipment to one location (LogBase), which is provided free of charge by host Government
- Strengthen vehicle fleet management system and processes using CarLog technology and use the data collected to inform the decision-making process with regard to maintenance, usage and analysis of environmental impact

**Aviation services**

- Operation and maintenance of 2 rotary-wing aircraft
- Provision of a total of 1,056 planned flight hours for all services, including passenger, cargo, patrols and observation, casualty and medical evacuation services
- Oversight of aviation safety standards for 2 rotary wing aircraft, 2 airfields and 5 helicopter landing sites

**Budget, finance, and reporting services**

- Provision of budget, finance and reporting services for a budget of $124.4 million, in line with delegated authority
- Finalization of annual financial statements for the Mission in compliance with International Public Sector Accounting Standards and United Nations Financial Rules and Regulations

**Civilian personnel services**

- Provision of human resource services for up to 371 authorized civilian personnel (167 international staff, 190 national staff and 14 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation and staff performance management, in line with delegated authority

- Provision of in-Mission training courses to 866 civilian personnel (354 international staff and 512 national staff) and support for training outside of the Mission for 44 civilian personnel (25 international staff and 19 national staff)
- Support for processing of 1,906 requests for travel within Mission area and 65 for travel outside the Mission for non-training purposes, and 44 requests for travel of civilian personnel for training purposes

**Facilities, infrastructure, and engineering services**

- Maintenance and repair of 7 formed police unit sites, 19 United Nations police premises (18 co-locations and 1 United Nations police headquarters) and 3 civilian staff premises in 27 locations
- Sanitation services for all premises, including sewage and garbage collection and disposal
- Operation and maintenance of 10 United Nations-owned and 8 contingent-owned water purification plants in 4 locations
- Operation and maintenance of 19 United Nations-owned wastewater treatment plants in 10 locations
- Operation and maintenance of 186 United Nations-owned and 77 contingent-owned generators in 7 locations
- Maintenance of 5 helicopter landing sites in 5 locations (Jérémie, Port De Paix, Fort Liberté, Quartier Morin and Les Cayes)

**Fuel management services**

- Management of supply and storage of 6,381,035 litres of fuel (865,920 for air operations, 817,535 for ground transportation and 4,697,580 for generators and other facilities) and of oil and lubricants across 3 distribution points

**Communications and information technology services**

- Provision of and support for 900 handheld portable radios, 454 mobile radios for vehicles and 84 base station radios
- Support and maintenance of a satellite network consisting of 1 earth station hubs to provide voice, fax, video and data communications
- Support and maintenance of 9 very small aperture terminal (VSAT) systems, 19 telephone exchanges and 40 microwave links
- Support and maintenance of 160 high frequency, 290 very-high frequency (VHF) and 35 ultra-high frequency (UHF) repeaters and transmitters
- Provision of and support for 850 computing devices and 210 printers for an average strength of 648 civilian and uniformed end users and other common services
- Support and maintenance of 36 local area networks and 36 wide area networks in 32 locations
- Support and maintenance of wireless area network
- Analysis of geospatial data covering 27,750 $km^2$, maintenance of topographic and thematic layers and production of 29 maps

**Medical services**

- Operation and maintenance of 8 level I clinics and medical facilities as well as 8 emergency and first aid stations in 5 locations (Jeremi, Gonaive, Cap Haitien, Miragoane and Port au prince) for all Mission personnel, staff of other United Nations agencies and the local civil population in cases of emergency

- Maintenance of Mission-wide land and air evacuation arrangements for all United Nations locations, including to level III hospital in 1 location
- Operation and maintenance of voluntary confidential HIV counselling and testing facilities for all Mission personnel
- HIV sensitization programme, including peer education, for all Mission personnel

**Supply chain management services**

- Provision of planning and sourcing support for the acquisition of goods and commodities at an estimated value of $11.1 million, in line with delegated authority
- Receipt, management and onward distribution of up to 12,000 tons of cargo within Mission area
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below the threshold in line with delegated authority

**Uniformed personnel services**

- Emplacement, rotation and repatriation of a maximum strength of 1,275 authorized military and police personnel (295 United Nations police officers, and 980 formed police personnel) and 38 Government-provided personnel
- Inspection and verification, monitoring and inspection of contingent-owned equipment and self-sustainment for formed police personnel
- Supply and storage of rations, combat rations and water for an average strength of 970 formed police personnel in 7 locations
- Support the processing of claims and entitlements for an average strength of 1,230 police personnel (260 United Nations police officers and 970 formed police personnel) and 36 Government-provided personnel
- Support processing of 516 in-mission travel and 10 outside-mission travel requests for non-training purposes
- Implementation of a conduct and discipline programme for police and civilian personnel, including training, prevention, monitoring and disciplinary action

**Vehicle management and ground transportation services**

- Operation and maintenance of 375 United Nations-owned vehicles, comprising 261 light passenger vehicles, 52 special purpose vehicles, 3 ambulances, 7 armoured vehicles and 52 other specialized vehicles, trailers and attachments
- Provision of transport and shuttle services for the movement of staff (national and international) and United Nations police officers within and throughout Port-au-Prince, including local shuttle services to and from work (national staff) and routine movements between United Nations facilities within Port-au-Prince and to local medical resources as required

**Security**

- Provision of security services 24 hours a day, 7 days a week for all mission area
- 24 hours close protection to senior mission staff and visiting high-level officials
- Mission-wide site security assessment, including residential surveys for 110 new residences
- Conduct of a total of 40 information sessions on security awareness and contingency plans for all mission staff
- Induction security training and primary fire training/drills for all new mission staff

- Conduct approximately 700 investigations per year, including investigations of traffic accidents and minor and major incidents, and do intake for misconduct cases

*External factors*

Several factors may have an impact on the ability to deliver proposed outputs as planned, including changes in the political, security, economic and humanitarian context, other instances of force majeure, changes in the mandate during the reporting period and variances in host Government compliance with the provisions of the status-of-forces agreement.

Table 10
**Human resources: component 4, support**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| *Civilian staff* | *USG–ASG* | *D-2–D-1* | *P-5–P-4* | *P-3–P-2* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| **Security Section** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 1 | 3 | 19 | **23** | 37 | – | **60** |
| Proposed posts 2018/19 | – | – | 1 | 3 | 27 | **31** | 37 | – | **68** |
| **Net change** (see table 11) | – | – | – | – | **8** | **8** | – | – | **8** |
| **Office of the Chief of Mission Support** | | | | | | | | | |
| Approved posts 2017/18 | – | 1 | 1 | 3 | 1 | **6** | 3 | – | **9** |
| Proposed posts 2018/19 | – | 1 | 1 | 3 | 1 | **6** | 4 | – | **10** |
| **Net change** (see table 12) | – | – | – | – | – | – | **1** | – | **1** |
| **Operations and Resource Management Section** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 5 | 3 | 20 | **28** | 25 | – | **53** |
| Proposed posts 2018/19 | – | – | 5 | 3 | 20 | **28** | 27 | 2 | **57** |
| **Net change** (see tables 13 and 14) | – | – | – | – | – | – | **2** | **2** | **4** |
| **Service Delivery Management Section** | | | | | | | | | |
| Approved posts 2017/18 | – | – | 5 | 3 | 13 | **21** | 25 | – | **46** |
| Proposed posts 2018/19 | – | – | 5 | 3 | 13 | **21** | 25 | 2 | **48** |
| **Net change** (see tables 15 and 16) | – | – | – | – | – | – | – | **2** | **2** |
| **Supply Chain Management Section** | | | | | | | | | |
| Approved 2017/18 | – | – | 3 | 4 | 7 | **14** | 22 | – | **36** |
| Proposed 2018/19 | – | – | 3 | 4 | 7 | **14** | 23 | 4 | **41** |
| **Net change** (see tables 17 through 20) | – | – | – | – | – | – | **1** | **4** | **5** |
| **Subtotal, civilian staff** | | | | | | | | | |
| Approved 2017/18 | – | 1 | 15 | 16 | 60 | **92** | 112 | – | **204** |
| Proposed posts 2018/19 | – | 1 | 15 | 16 | 68 | **100** | 116 | 8 | **224** |
| **Net change** | – | – | – | – | **8** | **8** | **4** | **8** | **20** |

[a] Including National Professional Officers and national General Service staff.

*International staff*: *Increase of 8 posts*

*National staff*: *Increase of 4 posts*

*United Nations Volunteers*: *Increase of 8 positions*

Table 11
**Human resources: Security Section**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Posts | +1 | FS | Close Protection Coordination Officer | Establishment | |
| | +2 | FS | Close Protection Officer | | |
| | +5 | FS | Personal Protection Officer | | |
| **Net change** | **+8** | | (see table 10) | | |

50. The approved staffing establishment of the Security Section comprises 60 posts: one Deputy Chief Security Officer (P-4), three Security Coordination Officers (P-3), 15 Security Officers (Field Service), one Fire Safety Officer (Field Service), one Administrative Assistant (Field Service), one Security Training Officer (Field Service), one Security Investigation Assistant (Field Service), 31 Field Security Assistants (national General Service) and six Field Security Radio Operators (national General Service). The Section is headed by the Chief Security Adviser (P-5), supported by one Deputy Chief Security Adviser (P-4); both posts are established and provided for under the jointly financed field activities of the Department of Safety and Security.

51. The MINUJUSTH Security Section supports the United Nations Security Management System in Haiti to ensure the safety and security of its personnel, assets and mandated activities by developing a security plan, contingency plans and standard operating procedures and ensuring their implementation. To achieve this, the Section conducts periodic reviews of security risk management measures through the Security Risk Management Process to assess the security situation in the country and to develop and update plans and procedures. The Security Section is responsible for daily security operational activities.

52. A personal security risk assessment, conducted in December 2017, concluded that a Close Protection Unit for the Special Representative of the Secretary-General in Haiti is required. The level of risk against the Special Representative of the Secretary-General and the absence of sufficient risk management measures requires full protection detail coverage for 24 hours a day, seven days a week. This need is reinforced by the departure of the military component that provided emergency response and security support.

53. In that regard, it is proposed that a Close Protection Unit be established within the Security Section. The proposed staffing establishment for the Close Protection Unit will comprise eight posts as presented in table 11 above.

**Office of Chief of Mission Support**

Table 12
**Human resources: Office of the Chief of Mission Support (Integrated Mission Training Centre)**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Posts | +1 | NGS | Training Assistant | Establishment | |
| **Net change** | **+1** | | (see table 10) | | |

54. The approved staffing establishment of the Office of the Chief of Mission Support comprises nine posts: one Chief of Mission Support (D-1), one Administrative Officer (P-4), one Environmental Affairs Officer (P-3), one Aviation Safety Officer (P-3), one Associate Environmental Affairs Officer (National Professional Officer), one Training Officer (P-3) and three Administrative Assistants (1 Field Service and 2 national General Service). The Training Officer is the only staff member of the Integrated Mission Training Centre, which is part of the Office of the Chief of Mission Support and is responsible for coordinating training activities for civilian and police personnel. The Centre is responsible for the creation and nourishment of a learning culture that aims to sustain and strengthen staff motivation and career development. The learning culture enables MINUJUSTH to attract, retain, motivate and develop its staff, thereby contributing to their professional growth. The Centre is also responsible for preparing staff for the eventual closure of the Mission in two years.

55. It is proposed to strengthen the training activities in MINUJUSTH through the establishment of a Training Assistant post at the national General Service level. The incumbent will assist the Training Officer in managing and coordinating workshops and training programmes, including mandatory induction programmes. The incumbent will also be responsible for managing statistical information needed for reporting purposes, promoting the Centre's programmes to different clients, administering the registration process and liaising with outside trainers and/or trainers from the United Nations Headquarters or other United Nations agencies.

**Operations and Resource Management Section**

Table 13
**Human resources: Human Resources Unit**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Post/positions | +1 | NGS | Travel Assistant | Establishment | |
| | +1 | UNV | Staff Counsellor | | |
| | +1 | UNV | Welfare Officer | | |
| **Net change** | **+3** | | (see table 10) | | |

56. The approved staffing establishment of the Human Resources Unit comprises 12 posts: one Chief of Unit, Human Resources Officer (P-4), two Human Resources Officers (1 P-3, and 1 Field Service) and nine Human Resources Assistants (2 Field Service and 7 national General Service). The Unit provides human resources service to the Mission's civilian staff, including administration of staff entitlements and benefits, recruitments, workforce planning and salary surveys with the United Nations country team. The Unit is also responsible for travel and visa management, administration of leave entitlements for all civilian and uniform personnel and provision of customer service for all United Nations personnel, including United Nations police officers and Government-provided personnel.

57. During the start-up phase of the Mission, capacity gaps in managing travel and visa requests have been identified. Delays in coordinating travel and visa requests continue to have a negative impact on the implementation of the mandate, including delays in onboarding of recruited staff. The complexity of processing visa requests in Haiti is expected to continue given the expected two-year time frame of the Mission. It is proposed that one post of Travel Assistant (national General Service) be established with the responsibility to act as primary contact with embassies on visa requests, coordinate the issuance of the United Nations laissez-passer with United

Nations Headquarters, advise staff on visa related matters and maintain a tracking database of visa requests.

58. The current staffing establishment does not include dedicated capacity to provide counselling to staff members. Given the expected two-year time frame and based on lessons learned from the MINUSTAH transition period, staff counselling is critical and cannot be provided remotely from United Nations Headquarters as initially envisaged. It is proposed that one post of Staff Counsellor (United Nations Volunteer) be established to guide staff on how to deal with stress issues and reinforce team spirit, creating stronger and more efficient teams.

59. The Mission seeks to provide adequate welfare and recreational activities to staff as part of a strategy to improve overall staff well-being and prevent staff misconduct, including sexual exploitation and abuse. Currently, the Mission lacks appropriate welfare activities and facilities. Adequate welfare support is required to reduce work-induced stress, maintain good health and improve staff productivity. It is proposed that one post of Welfare Officer (United Nations Volunteer) be established to manage all activities relating to welfare and recreation in the Mission, including the funds allocated for such activities.

Table 14
**Human resources: Finance and Budget Unit***

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Posts | +1 | NGS | Finance and Budget Assistant | Establishment | |
| **Net change** | **+1** | | (see table 10) | | |

* Financial Resourcing and Performance Unit to be renamed Finance and Budget Unit.

60. The approved staffing establishment of the Finance and Budget Unit comprises 11 posts: one Chief of Unit, Finance and Budget (P-4), three Finance and Budget Officers (1 P-3 and 2 Field Service), two Senior Finance and Budget Assistants (national General Service) and five Finance and Budget Assistants (2 Field Service and 3 national General Service).

61. The Unit is responsible for the overall management of financial resources for the Mission, including processing of payments to vendors, fuel and security reimbursements to civilian and uniformed personnel, salary payments to individual contractors and travel claims within and outside the Mission. In the context of providing efficient and timely payment services, it is proposed that one post of Finance and Budget Assistant (national General Service) be established to strengthen the unit.

**Service Delivery Management Section**

Table 15
**Human resources: Transport Unit**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Posts | +1 | UNV | Vehicle Technician | Establishment | |
| **Net change** | **+1** | | (see table 10) | | |

62. The approved staffing establishment of the Transport Unit comprises seven posts: one Transport Officer (P-3), two Transport Assistants (1 Field Service and

1 national General Service), two Vehicle Technicians (1 Field Service and 1 national General Service), one Heavy Vehicle Operator (national General Service) and one Driver (national General Service). The Transport Unit provides ground transportation services, including vehicle fleet management, dispatch/shuttle services, vehicle fleet maintenance and repairs, driver licensing and road-safety training Mission-wide.

63. To improve the management of fleet, MINUJUSTH uses CarLog technology to collect data on vehicles usage. With the current staffing establishment, the Mission is not able to fully utilize the technology to produce and analyse data on vehicle usage to inform the decision-making process. In that regard, it is proposed that one post of Vehicle Technician (United Nations Volunteer) be established. The incumbent will ensure that all vehicles are equipped with CarLog units and are able to transmit data. The incumbent will also (a) be responsible for updating and resetting CarLog data base, ensuring that CarLog data-collection stations, including in regional locations, are functional at all times; and (b) generate and analyse various CarLog reports for fleet maintenance, usage and environmental impact.

Table 16
**Human resources: Engineering and Facilities Management Unit**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Position | +1 | UNV | Civil Engineer | Establishment | |
| **Net change** | **+1** | | (see table 10) | | |

64. The approved staffing establishment of the Engineering and Facilities Management Unit comprises 12 posts: one Chief of Unit, Engineering (P-4), one Engineer (P-3), one Engineering Technician (Field Service), one Heating/Ventilation/Air Conditioning Technician (Field Service), two Facilities Management Assistant (1 Field Service and 1 national General Service), one Electrician (national General Service), one Generator Mechanic (national General Service), one Plumber (national General Service), two Water and Sanitation Assistants (national General Service) and one Welder (national General Service).

65. The Engineering and Facilities Management Unit is responsible for maintenance of all MINUJUSTH facilities and infrastructure, including refurbishment, construction and preventive maintenance of camps and facilities. The Unit oversees facilities management services, including cleaning, janitorial and grounds maintenance. The Unit is responsible for engineering and maintenance services in accordance with the United Nations environmental policy, including the water purification and distribution system, working and living accommodations, security works, roads and drainage and other engineering infrastructure, and other services. The Unit is also responsible for the management of formed police units camps and United Nations co-location sites. To enhance the capacity of the Unit to provide camp management services, it is proposed that one position of Civil Engineer/Facilities Camp Manager (United Nations Volunteer) be created. The incumbent will liaise with other stake holders to ensure that the provision of engineering support to all stakeholders is well coordinated.

**Supply Chain Management Section**

Table 17
**Human resources: Office of the Chief of Supply Chain Management Section**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Post | -1 | P-3 | Contracts Management Officer | Redeployment | To Acquisition Management Unit |
| | -1 | NGS | Contracts Management Assistant | | |
| **Net change** | **-2** | | | | |

Table 18
**Human resources: Acquisition Management Unit**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Post | +1 | P-3 | Contracts Management Officer | Redeployment | From Immediate Office of the Chief of Supply Chain Management Section |
| | +1 | NGS | Contracts Management Assistant | | |
| **Net change** | **+2** | | | | |

66. In line with the harmonization of mission support structures in field missions, it is proposed that two posts, currently in the Office of the Chief of Supply Chain Management as presented in tables 17 and 18 above, be redeployed to the Acquisition Management Unit to manage contract performances and evaluation.

Table 19
**Human resources: Centralized Warehousing and Distribution Unit**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Positions | +2 | UNV | Logistics Assistant | Establishment | |
| | +1 | UNV | Property Disposal Assistant | | |
| **Net change** | **+3** | | (see table 10) | | |

67. The approved staffing establishment of the Centralized Warehousing and Distribution Unit comprises 10 posts: one Centralized Warehousing Officer (P-3), six Logistics Assistants (2 Field Service and 4 national General Service), one Property Disposal Assistant (Field Service), one Administrative Assistant (national General Service) and one Receiving and Inspection Assistant (national General Service). The Unit supports the management of the centralized warehouse system for MINUJUSTH in inspecting goods received from vendors and managing their storage and distribution to end-users across all sections.

68. The Unit has begun the consolidation of the multiple warehouses that were used by MINUSTAH into two sites (a) one warehouse at the Logistical Base, with three separate storage locations for the Communications and Information Technology, Medical Services and Supply units; and (b) one warehouse at the Logistics Yard, with two separate storage locations for the Engineering and Facilities Management units. The consolidation involves the disposal of a large volume of inventory, including through incineration and dismantling of communications and information technology with potential sensitive information, which have to be conducted in compliance with the Mission's environmental action plan.

69. In order to consolidate all warehousing operations successfully, the Unit needs to be strengthened with additional capacity. In that regard, it is proposed that two positions of Logistics Assistant (United Nations Volunteer) and one position of Property Disposal Assistant (United Nations Volunteer) be established. The incumbents will coordinate and support warehouse activities, identify shortcomings at the earliest stage possible and initiate corrective actions as appropriate.

Table 20
**Human resources: Procurement Unit**

| | *Change* | *Level* | *Functional title* | *Post action* | *Description* |
|---|---|---|---|---|---|
| Post/position | +1 | NGS | Procurement Assistant | Establishment | |
| | +1 | UNV | Quality Assurance Officer | | |
| **Net change** | **+2** | | (see table 10) | | |

70. The approved staffing establishment of the Procurement Unit comprises five posts (one Chief of Unit, Procurement (P-4), one Associate Procurement Officer (National Professional Officer) and three Procurement Assistants (1 Field Service and 2 national General Service). The Unit provides procurement services within the procurement authority delegated to the Chief of Mission Support for MINUJUSTH and in compliance with the United Nations procurement manual policy guidelines, as well as United Nations financial rules and regulations. The Unit manages timely solicitation processes, develops and prepares contracts for worldwide suppliers/works and services, awards and administers contracts, handles disputes, negotiates leases and capital improvements and coordinates with stakeholders with the objective of achieving the best value for money for the Organization.

71. Most MINUSTAH legacy procurement contracts have been extended for short periods but need to be replaced with new contracts through a formal competitive bidding process. To streamline service provision process and gain efficiencies, MINUJUSTH will outsource many services, including but not limited to engineering services, facilities management and maintenance services and transport operations. This will require new commercial solicitations through formal competitive bidding processes.

72. To complete the major procurement activities described in paragraph 71 above, it is proposed to strengthen the current Procurement Unit in line with the volume of procurement activities that need to be undertaken. In that regard, it is proposed that one post of Procurement Assistant (national General Service) and one position of Quality Assurance Officer (United Nations Volunteer) be established.

# II. Financial resources

## A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

| Category | Apportionment (2017/18) (1) | Cost estimates (2018/19) (2) | Variance Amount (3)=(2)-(1) | Variance Percentage (4)=(3)÷(2) |
|---|---|---|---|---|
| **Military and police personnel** | | | | |
| Military observers | – | – | – | – |
| Military contingents | – | – | – | – |
| United Nations police | 12 294.3 | 15 485.1 | 3 190.8 | 26.0 |
| Formed police units | 21 985.5 | 30 956.9 | 8 971.4 | 40.8 |
| **Subtotal** | **34 279.8** | **46 442.0** | **12 162.2** | **35.5** |
| **Civilian personnel** | | | | |
| International staff | 14 217.6 | 29 873.4 | 15 655.8 | 110.1 |
| National staff | 2 530.3 | 8 480.2 | 5 949.9 | 235.1 |
| United Nations Volunteers | 308.4 | 827.5 | 519.1 | 168.3 |
| General temporary assistance | 6 076.6 | 259.2 | (5 817.4) | (95.7) |
| Government-provided personnel | 1 594.9 | 2 146.2 | 551.3 | 34.6 |
| **Subtotal** | **24 727.8** | **41 586.5** | **16 858.7** | **68.2** |
| **Operational costs** | | | | |
| Civilian electoral observers | – | – | – | – |
| Consultants and consulting services | 232.7 | 342.6 | 109.9 | 47.2 |
| Official travel | 1 044.0 | 1 379.3 | 335.3 | 32.1 |
| Facilities and infrastructure | 9 142.6[a] | 12 689.4 | 3 546.8 | 38.8 |
| Ground transportation | 1 119.4 | 1 844.3 | 724.9 | 64.8 |
| Air operations | 5 928.4 | 5 641.6 | (286.8) | (4.8) |
| Marine operations | – | – | – | – |
| Communications and information technology | 3 643.5[b] | 4 810.1 | 1 166.6 | 32.0 |
| Medical | 426.0 | 630.5 | 204.5 | 48.0 |
| Special equipment | – | – | – | – |
| Other supplies, services and equipment | 6 767.0[c] | 7 947.5 | 1 180.5 | 17.4 |
| Quick-impact projects | 800.0 | 1 100.0 | 300.0 | 37.5 |
| **Subtotal** | **29 103.6** | **36 385.3** | **7 281.7** | **25.0** |
| **Gross requirements** | **88 111.2** | **124 413.8** | **36 302.6** | **41.2** |
| Staff assessment income | 2 361.1 | 4 331.4 | 1 970.3 | 83.4 |
| **Net requirements** | **85 750.1** | **120 082.4** | **34 332.3** | **40.0** |
| Voluntary contributions in kind (budgeted) | – | – | – | – |
| **Total requirements** | **88 111.2** | **124 413.8** | **36 302.6** | **41.2** |

[a] The original apportionment approved for facilities and infrastructure was $9,052,900; this figure includes an amount of $89,700 to constitute a comparable base with 2018/19 cost estimates.

[b] Represents the combined apportionment for communications and information technology to constitute a comparable base with 2018/19 cost estimates.

[c] The original apportionment approved for other supplies, services and equipment was $6,856,700. The figure excludes an amount of $89,700 to constitute a comparable base with 2018/19 cost estimates.

## B. Non-budgeted contributions

73. The estimated value of non-budgeted contributions for the period from 1 July 2018 to 30 June 2019 is as follows:

(Thousands of United States dollars)

| *Category* | *Estimated value* |
|---|---|
| Status-of-mission agreement[a] | 1 664.9 |
| Voluntary contributions in kind (non-budgeted) | – |
| **Total** | **1 664.9** |

[a] Estimated value of waived departure/airport taxes, landing fees and estimated value of land and buildings provided by the Government.

## C. Efficiency gains

74. The cost estimates for the period from 1 July 2018 to 30 June 2019 take into account the following efficiency initiatives:

(Thousands of United States dollars)

| *Category* | *Amount* | *Initiative* |
|---|---|---|
| Air Operations | 286.6 | Cancellation of contract for one fixed-wing aircraft to gain efficiencies in aviation operations<br>Efficiencies for a full year of operations of the fixed- wing aircraft is estimated at $1,133,200. However, these efficiencies are offset in part by increased requirements for rental cost as the number of flying hours for helicopters was increased in line with the operational requirements for aviation services |
| **Total** | **286.6** | |

## D. Vacancy factors

75. The cost estimates for the period from 1 July 2018 to 30 June 2019 take into account the following vacancy factors:

(Percentage)

| *Category* | *Budgeted 2017/18* | *Projected 2018/19* |
|---|---|---|
| **Military and police personnel** | | |
| United Nations police | 5.0 | 12.0 |
| Formed police units | 1.0 | 1.0 |
| **Civilian personnel** | | |
| International staff | 13.8 | 11.0 |
| National staff | | |
| National Professional Officers | 14.9 | 6.0 |
| National General Service staff | 13.8 | 4.0 |

| Category | Budgeted 2017/18 | Projected 2018/19 |
|---|---|---|
| United Nations Volunteers | 5.0 | 14.0 |
| Temporary positions[a] | | |
| International staff | – | – |
| Government-provided personnel | 5.0 | 5.0 |

[a] Funded under general temporary assistance.

76. The proposed vacancy factors for police personnel take into consideration recent deployment patterns. The proposed vacancy factors for civilian personnel take into account current fiscal year-to-date average rates, historical incumbency patterns and proposed staffing changes during the budget period.

## E. Contingent-owned equipment: major equipment and self-sustainment

77. Requirements for the period from 1 July 2018 to 30 June 2019 are based on standard reimbursement rates for major equipment and self-sustainment in the total amount of $8,830,700 as follows:

(Thousands of United States dollars)

| | Estimated amount | |
|---|---|---|
| Category | Formed police units | Total |
| Major equipment | 5 246.3 | 5 246.3 |
| Self-sustainment | 3 584.4 | 3 584.4 |
| **Total** | **8 830.7** | **8 830.7** |

| Mission factors | Percentage | Effective date | Last review date |
|---|---|---|---|
| **A. Applicable to Mission area** | | | |
| Extreme environmental condition factor | 1.10 | 1 October 2016 | 7 September 2016 |
| Intensified operational condition factor | 1.70 | 1 October 2016 | 7 September 2016 |
| Hostile action/forced abandonment factor | 0.90 | 1 October 2016 | 7 September 2016 |
| **B. Applicable to home country** | | | |
| Incremental transportation factor | 1.50–5.75 | | |

## F. Training

78. The estimated resource requirements for training for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimated amount* |
|---|---|
| Consultants | |
| Training consultants | 140.8 |
| Official travel | |
| Official travel, training | 102.3 |
| Other supplies, services and equipment | |
| Training fees, supplies and services | 83.0 |
| **Total** | **326.1** |

79. The number of participants planned for the period from 1 July 2018 to 30 June 2019, compared to previous periods, is as follows:

(Number of participants)

| | *International staff* | | *National staff* | | *Police personnel* | |
|---|---|---|---|---|---|---|
| | *Planned 2017/18* | *Proposed 2018/19* | *Planned 2017/18* | *Proposed 2018/19* | *Planned 2017/18* | *Proposed 2018/19* |
| Internal | 143 | 354 | 164 | 512 | – | 112 |
| External[a] | 79 | 25 | 8 | 19 | – | – |
| **Total** | **222** | **379** | **172** | **531** | **–** | **112** |

[a] Including United Nations Logistics Base and outside the Mission area.

80. During the 2018/19 period, training will be provided to staff to enhance their skills across all components of the Mission. Staff will receive training in United Nations core values and competencies, leadership, management and organizational development, performance management, administration, financial and budget management, communications and information technology, engineering, ground transportation, supply chain management, environmental and management of hazardous waste and language training.

## G. Community violence reduction programme

81. The estimated resource requirements for community violence reduction programme for the period 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimated value* |
|---|---|
| Other supplies, services and equipment | |
| Implementing partners and grants | 4 000.0 |
| **Total** | **4 000.0** |

82. The community violence reduction programme will continue to implement a bottom-up community-based approach building on innovative initiatives, which early on contributed to the stability and the rule of law in fragile communities in Haiti. The community violence reduction programme will continue to engage at-risk youth and

communities to reinforce the security and stabilization gains thus far. Furthermore, as part of a smaller integrated United Nations presence, the community violence reduction programme will continue to refocus and expand initiatives which contribute to the Mission's objectives to strengthen rule of law, support HNP and promote the respect of human rights. These initiatives will include the provision of short-term employment and access to legal aid as well as mobilizing community leaders to partner with police through dialogue on local security concerns.

83. Specifically, the Mission will develop and implement 68 projects across the three substantive components of the Mission: (a) security and stability; (b) political and rule of law; and (c) human rights. Under security and stability, the Mission will implement six projects in the areas of community policing, entrepreneurship and labour-intensive income-generation programmes for at-risk youth as well as men and women. Under the political and rule of law pillar, the Mission will implement 58 projects, including (a) public outreach and community mediation projects in support of public dialogue on strengthening the judicial system; (b) projects to support police stations, corrections facilities, the prosecutor's office, investigating judges and the tribunal of first instance; (c) projects to support legal aid offices in the model jurisdiction to assist detainees in prolonged pre-trial detentions and to provide legal aid to victims of rapes and other sexual and gender-based violence; (d) labour-intensive projects in support of construction and reconstruction of tribunals of the peace; and (e) projects to provide professional skills training for prison inmates and at-risk youth. To reinforce respect for human rights, MINUJUSTH will implement four projects in support of local civil society organizations that monitor human rights violations.

## H. Other programmatic activities

84. The estimated resource requirements for other programmatic funding for the period from 1 July 2018 to 30 June 2019 are as follows:

(Thousands of United States dollars)

| *Description* | *Proposed amount* |
|---|---|
| Operational and institutional support to HNP | 1 000.0 |
| Support to key justice institutions, their oversight bodies and national legal aid framework | 838.5 |
| Operational and institutional support to Directorate of Prison Administration | 450.0 |
| Support to Office for the Protection of Citizens and civil society organizations mandated to monitor human rights violations | 375.0 |
| **Total** | **2 663.5** |

85. MINUJUSTH, in collaboration with the United Nations country team, will continue to deliver the United Nations joint programme on police, justice and corrections to facilitate a progressive transition to the Government and to support the implementation of the Sustainable Development Goals. The programme entails initiatives in four priority areas of the mandate of the Mission: (a) operational and institutional support to HNP; (b) support to key justice institutions, their oversight bodies and the national legal aid framework; (c) operational and institutional support to the Directorate of Prison Administration; and (d) support to the Office for the Protection of Citizens and civil society organizations mandated to monitor human rights violations.

86. Under operational and institutional support to HNP, proposed activities will include (a) construction of one departmental office of HNP and renovation of up to three commissariats and subcommissariats; (b) provision of basic furniture and communications equipment to improve the working conditions of HNP personnel; (c) provision of technical advice to the Directorate of Strategic Planning of HNP and the Directorate of Personnel in Human Resources Management and the General Inspectorate of HNP; and (d) provision of communications and information technology equipment and accessories to the General Inspectorate of HNP.

87. Support to key justice institutions, their oversight bodies and the national legal aid framework will take the form of providing technical advice to enhance the capacity of justice institutions, including correctional facilities, and providing communications and information technology equipment as well as the construction and/or rehabilitation of the facilities of those institutions.

88. Support to the Office for the Protection of Citizens and civil society organizations mandated to monitor human rights violations will be provided through (a) the placement of experts, the delivery of training and the provision of equipment and materials to enhance the capacity to monitor and advocate for serious human rights violations, including those committed by past regimes; and (b) support for specialized training on human rights for prosecutors, judges, judicial personnel, police officers and cadets of the Police Academy, with a particular focus on the use of force/arms and the legal framework for arrests in order to increase compliance with United Nations human rights instruments, mechanisms and bodies.

## I. Quick-impact projects

89. The estimated resource requirements for quick-impact projects for the period from 1 July 2018 to 30 June 2019, compared to previous periods, are as follows:

(Thousands of United States dollars)

| *Period* | *Amount* | *Number of projects* |
|---|---|---|
| 1 July 2017 to 30 June 2018 (approved) | 800.0 | 24 |
| 1 July 2018 to 30 June 2019 (proposed) | 1 100.0 | 26 |

90. Quick-impact projects will continue to be a key tool at the disposal of the mobile teams, which integrate the human rights, political and rule of law objectives of the Mission. The quick-impact projects will continue to enhance the level and quality of access and engagement of the teams in order to effectively implement their monitoring, outreach and advocacy roles vis-à-vis key sectors of society and local decision makers at the regional level, including local administrations, political parties, civil society, community-based organizations and HNP. Further, the projects will continue to enhance the synergies of the integrated approach by bolstering a common intent and allowing a more effective reach despite the relatively light presence of the Mission outside the capital.

91. For the 2018/19 period, through the implementation of up to 26 quick-impact projects, the Mission will aim to meet minor infrastructure and equipment needs of the justice, security and human rights institutions, such as HNP and court facilities, in the nine regional departments and also in Port-au-Prince. By improving infrastructure and providing basic equipment at the local level, Haitian police, judicial and human rights institutions will be better placed operationally and institutionally to more effectively exercise their authority.

# III. Analysis of variances[1]

92. The standard terminology applied with respect to the analysis of resources variances in this section is defined in annex I.B to the present report. The terminology used remains the same as in previous reports.

| | *Variance* | |
|---|---|---|
| **United Nations police** | $3 190.8 | 26.0% |

- **Management: increased inputs and increased outputs**

93. The increased requirements are attributable to the provision for mission subsistence allowances for 12 months, compared with the provision for 8.5 months included in the approved budget for the 2017/18 period. The increased requirements are offset in part by the application of a higher vacancy rate of 12.0 per cent, compared with the vacancy rate of 5.0 per cent applied in the approved budget for the 2017/18 period.

| | *Variance* | |
|---|---|---|
| **Formed police units** | $8 971.4 | 40.8% |

- **Management: increased inputs and increased outputs**

94. The increased requirements are attributable primarily to (a) the provision for formed police units for 12 months, compared with the provision for 8.5 months included in the approved budget for the 2017/18 period; and (b) the planned rotation of the higher number of seven formed police units, compared with the rotation of two formed police units included in the approved budget for the 2017/18 period, because five units that were part of MINUSTAH were not due for rotation during the 2017/18 period.

| | *Variance* | |
|---|---|---|
| **International staff** | $15 655.8 | 110.1% |

- **Management: increased inputs and increased outputs**

95. The increased requirements are attributable primarily to (a) the provision for international staff salaries for 12 months, compared with the provision for six months included in the approved budget for the 2017/18 period; and (b) the proposed establishment of one post of Victims' Rights Advocate (P-5) and eight posts (Field Service) to form the new Close Protection Unit required for the protection of the Special Representative of the Secretary-General.

| | *Variance* | |
|---|---|---|
| **National staff** | $5 949.9 | 235.1% |

- **Management: increased inputs and increased outputs**

96. The increased requirements are attributable primarily to (a) the provision for national staff salaries for 12 months, compared with the provision for six months included in the approved budget for the 2017/18 period; (b) the proposed establishment of six posts; (c) the application of the new national staff salary scale effective 1 September 2017; and (d) the application of the lower vacancy rates of

[1] Resource variance amounts are expressed in thousands of United States dollars; analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

6.0 per cent and 4.0 per cent for National Professional Officers and national General Service staff, respectively, compared with the vacancy rates of 14.9 per cent for National Professional Officers and 13.8 per cent for national General Service staff applied in the approved budget for the 2017/18 period.

| | *Variance* | |
|---|---|---|
| **United Nations Volunteers** | $519.1 | 168.3% |

- **Management: increased inputs and increased outputs**

97. The increased requirements are attributable primarily to (a) the provision for United Nations Volunteers for 12 months, compared with the provision for 8.5 months included in the approved budget for the 2017/18 period; and (b) the proposed establishment of eight positions.

| | *Variance* | |
|---|---|---|
| **General temporary assistance** | ($5 817.4) | (95.7%) |

- **Management: increased inputs and increased outputs**

98. The reduced requirements are attributable to the provision for one international staff for 12 months, compared with the approved provision for 160 international staff and 185 national staff for the 2.5-month period from 16 October to 31 December 2017, during the start-up phase of the Mission.

| | *Variance* | |
|---|---|---|
| **Government-provided personnel** | $551.3 | 34.6% |

- **Management: increased inputs and increased outputs**

99. The increased requirements are attributable to the provision for mission subsistence allowance for 12 months, compared with the provision for 8.5 months included in the approved budget for the 2017/18 period.

| | *Variance* | |
|---|---|---|
| **Consultants and consulting services** | $109.9 | 47.2% |

- **Management: increased inputs and increased outputs**

100. The increased requirements are attributable to the provision for 12 months, compared with the provision for 8.5 months included in the approved budget for the 2017/18 period.

| | *Variance* | |
|---|---|---|
| **Official travel** | $335.3 | 32.1% |

- **Management: increased inputs and increased outputs**

101. The increased requirements are attributable to the higher number of 2,497 planned trips for official travel over 12 months, compared with 1,909 trips included in the approved budget for the 2017/18 period, which was based on 8.5 months.

| | *Variance* | |
|---|---|---|
| **Facilities and infrastructure** | $3 546.8 | 38.8% |

- **Management: increased inputs and increased outputs**

102. The increased requirements are attributable to (a) the provision for 12 months, compared with the provision for 8.5 months included in the approved budget for the 2017/18 period; (b) the anticipated higher number of security guards, resulting from the increase in the number shifts per day to reduce the number of working hours per shift from 12 to 8 hours; (c) the anticipated higher consumption of 4.7 million litres of fuel for generators, compared with the 2.5 million litres included in the approved budget for the 2017/18 period; and (d) the higher average fuel price of $0.713, compared to $0.690 applied in the approved budget for the 2017/18 period. The projected quantity is based on current consumption patterns and provides for fuel for 12 months.

| | *Variance* | |
|---|---|---|
| **Ground transportation** | $724.9 | 64.8% |

- **Management: increased inputs and increased outputs**

103. The increased requirements are attributable to (a) the higher number of 375 vehicles retained from MINUSTAH in line with operational requirements, which are relatively old and expensive to maintain, compared with 291 vehicles included in the approved budget for the 2017/18 period; (b) the anticipated higher consumption of 817,535 litres of fuel for vehicles, compared with 566,267 litres included in the approved budget for the 2017/18 period; and (c) the provision for 12 months, compared with the provision for 8.5 months included in the approved budget for the 2017/18 period.

| | *Variance* | |
|---|---|---|
| **Air operations** | ($286.8) | (4.8%) |

- **Management: reduced inputs and same outputs**

104. The reduced requirements are attributable to (a) the management decision to cancel the contract for the fixed-wing aircraft to achieve efficiencies in aviation operations; (b) the favourable terms of the new rental contract, resulting in the lower guaranteed fleet cost of $4.1 million and lower cost per flying hour of $350, compared with the guaranteed cost of $4.3 million and cost per flight hour of $600 included in the approved budget for the 2017/18 period. The reduced requirements are offset in part by the anticipated higher consumption of 865,920 litres of fuel, compared with 586,229 litres included in the approved budget for the 2017/18 period, given the increase in planned flying hours for helicopters from 707 to 1056 for the 12-month period.

| | *Variance* | |
|---|---|---|
| **Communications and information technology** | $1 166.6 | 32.0% |

- **Management: increased inputs and increased outputs**

105. The increased requirements are attributable to the provision for 12 months, compared with the provision for 8.5 months included in the approved budget for the 2017/18 period.

| | *Variance* | |
|---|---|---|
| **Medical** | $204.5 | 48.0% |

- **Management: increased inputs and increased outputs**

106. The increased requirements are attributable to the provision for 12 months, compared with the provision for 8.5 months included in the approved budget for the 2017/18 period.

| | | *Variance* | |
|---|---|---|---|
| **Other supplies, services and equipment** | | $1 180.5 | 17.4% |

- **Management: increased inputs and increased outputs**

107. The increased requirements are attributable to (a) the anticipated increase in programmatic activities and community violence reduction programmes reflecting the full 12-month period; (b) the anticipated higher freight costs; and (c) the provision for audit requirements for the period, which were not included in the approved budget for the 2017/18 period.

| | | *Variance* | |
|---|---|---|---|
| **Quick-impact projects** | | $300.0 | 37.5% |

- **Management: increased inputs and increased outputs**

108. The increased requirements are attributable to the planned higher number of projects that will be implemented during the period, compared to the number of projects approved for the 2017/18 period, which was based on 8.5 months.

# IV. Actions to be taken by the General Assembly

109. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Mission for Justice Support in Haiti are:**

(a) **Appropriation of the amount of $124,413,800 for the maintenance of the Mission for the 12-month period from 1 July 2018 to 30 June 2019;**

(b) **Assessment of the amount in paragraph (a) above at a monthly rate of $10,367,817 should the Security Council decide to continue the mandate of the Mission.**

# Annex I

## Definitions

### A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I):

- **Post establishment**. A new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**. An approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**. An approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**. An approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**. An approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**. Three possible options for post conversion are as follows:
    - *Conversion of general temporary assistance positions to posts*: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
    - *Conversion of individual contractors or individuals on procurement contracts to national staff posts*: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
    - *Conversion of international staff posts to national staff posts*: approved international staff posts are proposed for conversion to national staff posts.

## B. Terminology related to variance analysis

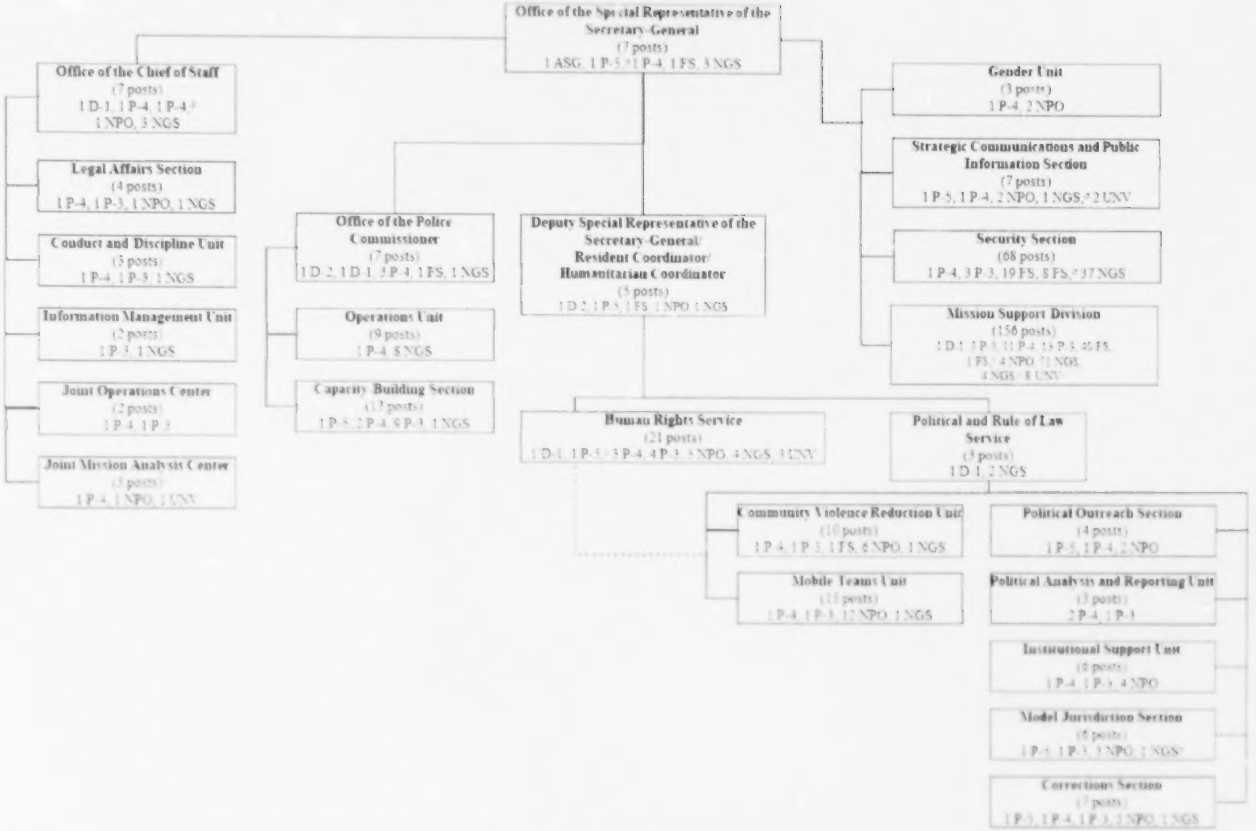
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options, as encompassed within the following four standard categories:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or by changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

# Annex II

## Organization charts

### A. United Nations Mission for Justice Support in Haiti


Office of the Special Representative of the Secretary-General
(7 posts)
1 ASG, 1 P-5, [a] 1 P-4, 1 FS, 3 NGS
Office of the Chief of Staff
(7 posts)
1 D-1, 1 P-4, 1 P-4, [b] 1 NPO, 3 NGS
Legal Affairs Section
(4 posts)
1 P-4, 1 P-3, 1 NPO, 1 NGS
Conduct and Discipline Unit
(3 posts)
1 P-4, 1 P-3, 1 NGS
Information Management Unit
(2 posts)
1 P-3, 1 NGS
Joint Operations Center
(2 posts)
1 P-4, 1 P-3
Joint Mission Analysis Center
(3 posts)
1 P-4, 1 NPO, 1 UNV
Office of the Police Commissioner
(7 posts)
1 D-2, 1 D-1, 3 P-4, 1 FS, 1 NGS
Operations Unit
(9 posts)
1 P-4, 8 NGS
Capacity Building Section
(13 posts)
1 P-5, 2 P-4, 6 P-3, 4 NGS
Deputy Special Representative of the Secretary-General/ Resident Coordinator/ Humanitarian Coordinator
(5 posts)
1 D-2, 1 P-5, 1 FS, 1 NPO, 1 NGS
Human Rights Service
(21 posts)
1 D-1, 1 P-5, [c] 3 P-4, 4 P-3, 3 NPO, 4 NGS, 3 UNV
Gender Unit
(3 posts)
1 P-4, 2 NPO
Strategic Communications and Public Information Section
(7 posts)
1 P-5, 1 P-4, 2 NPO, 1 NGS, [a] 2 UNV
Security Section
(68 posts)
1 P-4, 3 P-3, 19 FS, 8 FS, [a] 37 NGS
Mission Support Division
(156 posts)
1 D-1, 1 P-5, 11 P-4, 15 P-3, 46 FS, 1 FS, [a] 4 NPO, 71 NGS, 4 NGS, [a] 8 UNV
Political and Rule of Law Service
(3 posts)
1 D-1, 2 NGS
Community Violence Reduction Unit
(10 posts)
1 P-4, 1 P-3, 1 FS, 6 NPO, 1 NGS
Mobile Teams Unit
(11 posts)
1 P-4, 1 P-3, 2 NPO, 1 NGS
Political Outreach Section
(4 posts)
1 P-5, 1 P-4, 2 NPO
Political Analysis and Reporting Unit
(3 posts)
2 P-4, 1 P-3
Institutional Support Unit
(6 posts)
1 P-4, 1 P-3, 4 NPO
Model Jurisdiction Section
(6 posts)
1 P-5, 1 P-3, 3 NPO, 1 NGS, [c]
Corrections Section
(7 posts)
1 P-5, 1 P-4, 1 P-3, 1 NPO, 1 NGS

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer.

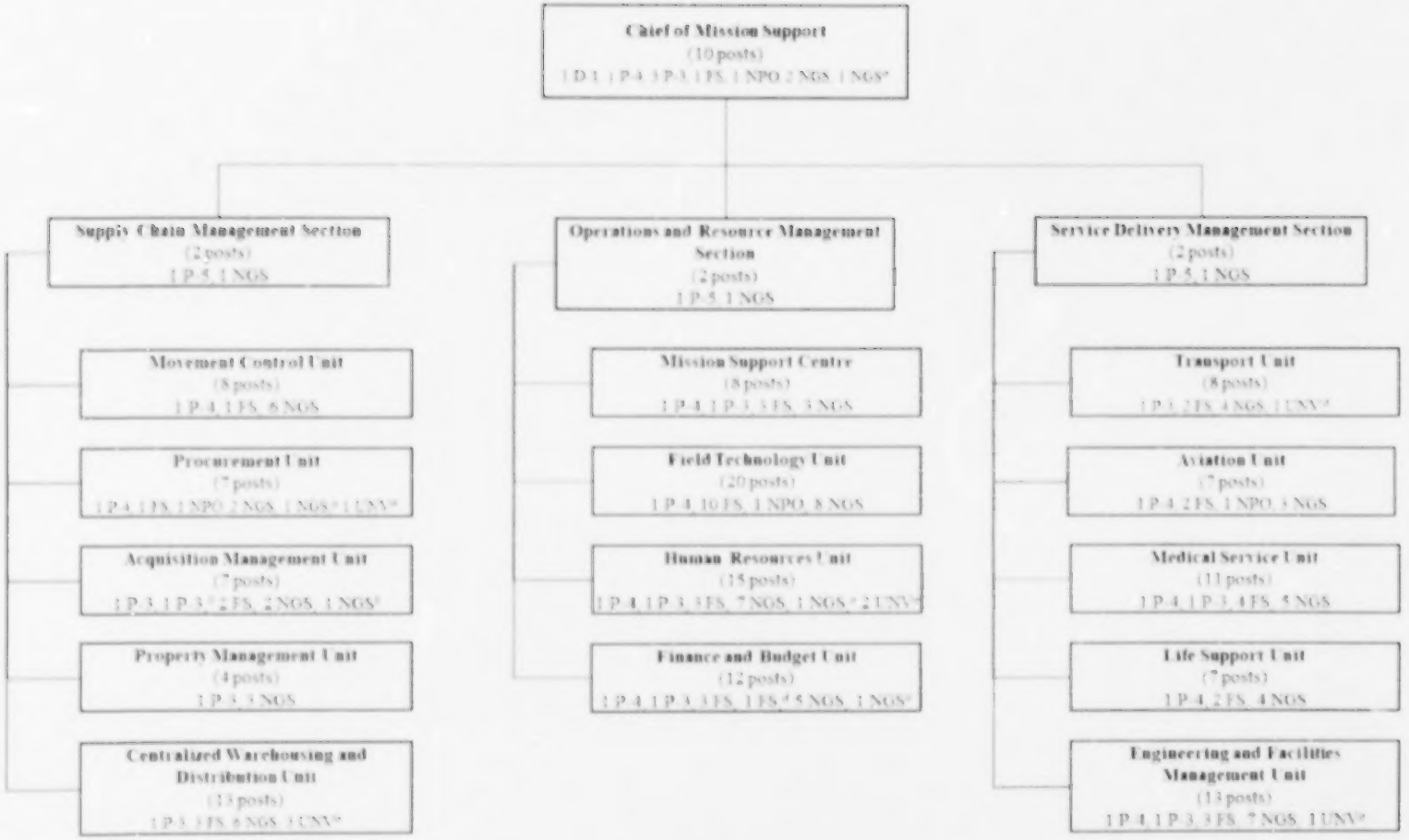
[a] Established.

[b] Redeployed.

[c] Temporary (GTA position).

[d] Located in Kuwait duty station.

## B. Mission Support Division


Chief of Mission Support
(10 posts)
1 D-1, 1 P-4, 3 P-3, 1 FS, 1 NPO, 2 NGS, 1 NGS[a]
Supply Chain Management Section
(2 posts)
1 P-5, 1 NGS
Movement Control Unit
(8 posts)
1 P-4, 1 FS, 6 NGS
Procurement Unit
(7 posts)
1 P-4, 1 FS, 1 NPO, 2 NGS, 1 NGS[a], 1 UNV[a]
Acquisition Management Unit
(7 posts)
1 P-3, 1 P-3[a], 2 FS, 2 NGS, 1 NGS[c]
Property Management Unit
(4 posts)
1 P-3, 3 NGS
Centralized Warehousing and Distribution Unit
(13 posts)
1 P-3, 3 FS, 6 NGS, 3 UNV[a]
Operations and Resource Management Section
(2 posts)
1 P-5, 1 NGS
Mission Support Centre
(8 posts)
1 P-4, 1 P-3, 3 FS, 3 NGS
Field Technology Unit
(20 posts)
1 P-4, 10 FS, 1 NPO, 8 NGS
Human Resources Unit
(15 posts)
1 P-4, 1 P-3, 3 FS, 7 NGS, 1 NGS[a], 2 UNV[a]
Finance and Budget Unit
(12 posts)
1 P-4, 1 P-3, 3 FS, 1 FS[d], 5 NGS, 1 NGS[a]
Service Delivery Management Section
(2 posts)
1 P-5, 1 NGS
Transport Unit
(8 posts)
1 P-3, 2 FS, 4 NGS, 1 UNV[a]
Aviation Unit
(7 posts)
1 P-4, 2 FS, 1 NPO, 3 NGS
Medical Service Unit
(11 posts)
1 P-4, 1 P-3, 4 FS, 5 NGS
Life Support Unit
(7 posts)
1 P-4, 2 FS, 4 NGS
Engineering and Facilities Management Unit
(13 posts)
1 P-4, 1 P-3, 3 FS, 7 NGS, 1 UNV[a]

*Abbreviations*: FS, Field Service; NGS, national General Service; NPO, National Professional Officer; UNV, United Nations Volunteer

[a] Established

[b] Redeployed

[c] Temporary (GTA position)

[d] Located in Kuwait duty station

# Annex III

## Information on funding provisions and activities of United Nations agencies, funds and programmes

| *Priorities* | *Outcomes* | *Outputs* | *Lead, partners, mechanism* |
|---|---|---|---|
| Improved safety and security throughout Haiti | Construction and/or renovation of HNP infrastructure, including provision of logistics support | Construction of the main HNP departmental directorate and main commissariat in the Nippes department | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| | | Renovation of three HNP subcommissariats in North-West, Grand'Anse and Nippes departments | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| | | Provision of equipment and furniture to four police stations located in Nippes and in North-West departments | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| Strengthened capacity of General Inspectorate of HNP in ensuring accountability of the police institution to treat and take action with regards to alleged human rights violations and misconduct. | Enhance ability of General Inspectorate of HNP to implement its oversight functions throughout entire police institution | Improve capacity of General Inspectorate of HNP to process and manage data related to human rights violations and sexual and gender-based violence | Lead: MINUJUSTH Police Component,<br>Partners: UNDP<br>Mechanism: joint programme |
| | Increase in the number of cases of alleged human rights violations or misconduct handled by each of the six divisions of the HNP General Inspectorate | Further develop the capacity of the HNP General Inspectorate to conduct audits of budget execution and policing services delivered to Haitian society (two seminars) | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| Improved operational and institutional capacities of HNP and implementation of HNP strategic development plan for 2017–2021 | Implementation of HNP strategic development plan for 2017–2021 | Two workshops on the implementation of HNP strategic development plan for 2017–2021 (75 attendees in each workshop) | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| | | One workshop on budget planning and execution to enhance the capacity of the Directorate of Budget and Accounting of HNP | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |

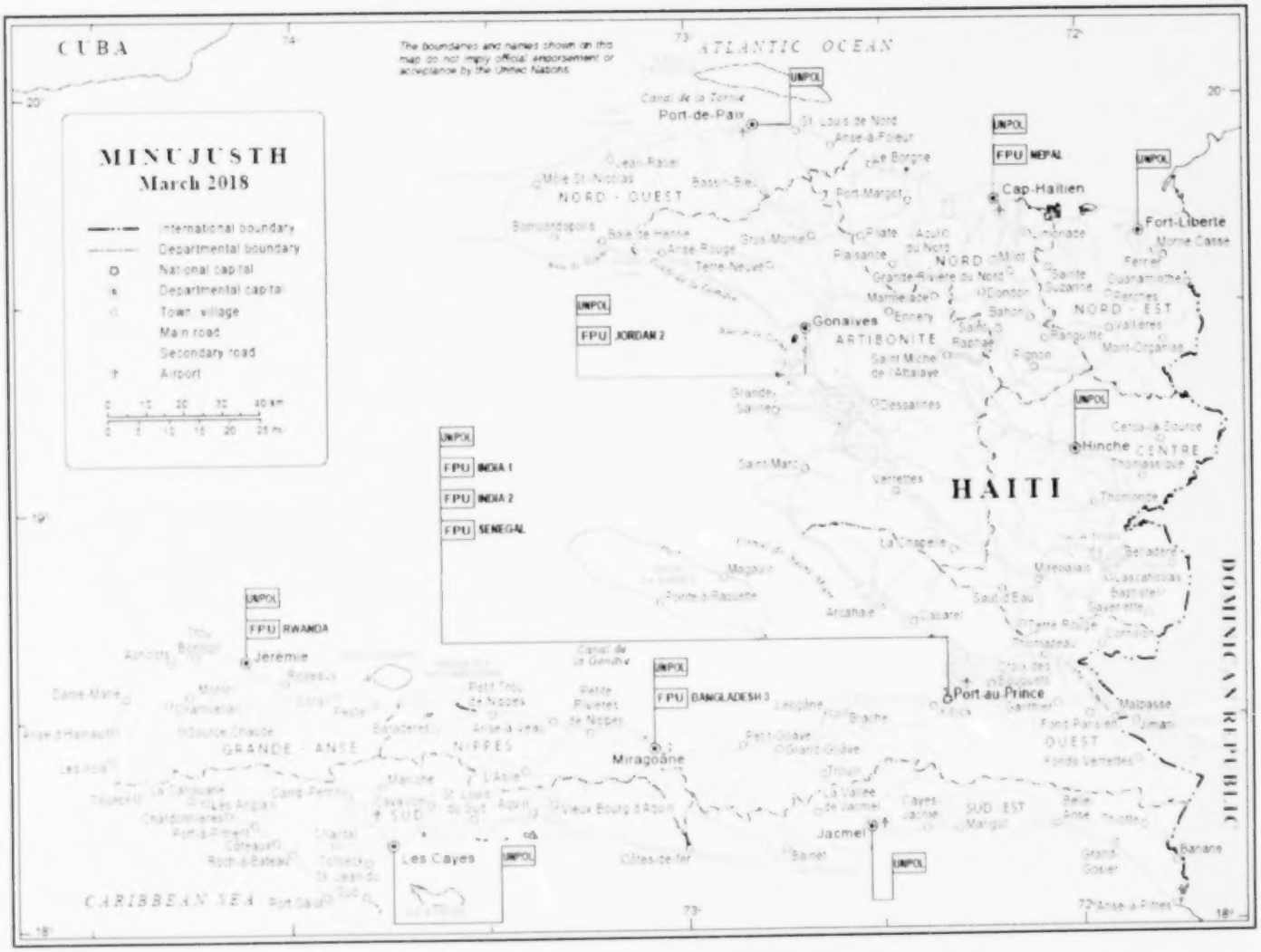
| *Priorities* | *Outcomes* | *Outputs* | *Lead, partners, mechanism* |
|---|---|---|---|
| | | Further develop capacity of HNP Directorate of Personnel in human resources management (assessment and two seminars) | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| Strengthened capacity of the General Inspectorate of HNP to ensure accountability of the police institution to treat and take action on alleged human rights violations and misconduct | Enhance ability of the General Inspectorate of HNP to implement its oversight functions throughout the entire police institution | Improve capacity of General Inspectorate of HNP to process and manage data related to human rights violations and sexual and gender-based violence. | Lead: MINUJUSTH<br>Police Component<br>Partners: UNDP<br>Mechanism: joint programme |
| | Increase in the number of cases of alleged human rights violation or misconducts handled by each of the six divisions of HNP General Inspectorate | Further develop the capacity of the HNP General Inspectorate to conduct audits of budget execution and policing services delivered to Haitian society (two seminars) | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| Enhanced functioning of key justice institutions and oversight bodies and the national legal aid service | Capacity of the Haitian justice system on gender equity and for processing cases of sexual and gender-based violence are reinforced | Provision of support to Ministry of Justice and Public Security and Superior Council of the Judiciary to continue to implement their gender policy and capacity-building on sexual and gender-based violence | Lead: MINUJUSTH<br>Partners: UN-Women<br>Mechanism: joint programme |
| | Access to justice under government programme is enhanced for vulnerable groups | Support implementation of a State-provided legal aid framework | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| | Increased capacity of Inspectorate of Ministry of Justice and Public Safety and Superior Council of the Judiciary to process and manage data related to evaluation of courts, tribunals and magistrates | Support work of oversight bodies (Judicial Inspectorate of Superior Council of the Judiciary and Prosecution Inspection Office of Ministry of Justice and Public Safety) to carry out inspections throughout the country | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| | Infrastructure of Haitian justice system is enhanced | Construction of a tribunal | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |

| *Priorities* | *Outcomes* | *Outputs* | *Lead, partners, mechanism* |
|---|---|---|---|
| | Disputes about land tenure and property rights issues are managed in a preventive way by the Government | Support the Brigade contre l'insécurité foncière of the Ministry of Justice and Public Security | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| Enhance functioning of justice system and access to justice, particularly for pre-trial detainees in selected model jurisdiction in Port-au-Prince | Women and girls in pre-trial detention received effective legal aid | Support provision of legal aid to women and girls (target 1: Cabaret prison reaching 100 women and girls) | Lead: UNWOMEN<br>Partners: MINUJUSTH<br>Mechanism: joint programme |
| | Key legislation on money-laundering and anti-corruption law applied | Training of judges (9), inspectors of Superior Council of the Judiciary and Ministry of Justice and Public Safety (17), prosecutors (6), Brigade financière de la police (5) regarding legislation on money-laundering and anti-corruption law | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| | Management of clerks' offices is operational | Provision of equipment for clerks' office on evidence storage and archive management | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| Improvements in administrative, management, gender mainstreaming and operational capacity of Directorate of Prison Administration, including in prison conditions | Implementation of law on prisons and strategic plan of Directorate of Prison Administration for 2017–2021; social reinsertion and gender policies, including capacity-building on gender-responsive prison management | Support implementation of strategic development plan of Directorate of Prison Administration for 2017–2021, gender policy directive, and social reinsertion policy, and support establishment of a mechanism for data-sharing among the police, courts and prison systems | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme and community violence reduction programmes |
| | Prison infrastructure improved and facilities function in accordance with international human rights standards and norms | Provision of support to Directorate of Prison Administration, including both financial and technical assistance, to roll out automated fingerprint identification system/offender management system in the nine prisons | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |

| *Priorities* | *Outcomes* | *Outputs* | *Lead partners, mechanism* |
|---|---|---|---|
| Increased compliance and engagement by Haiti with United Nations human rights instruments, mechanisms and bodies | The Government of Haiti, through its Inter-Ministerial Committee on Human Rights, adopts a plan of action for the implementation of policies and legislation, meeting recommendations made by human rights mechanisms such as the Human Rights Council and its special procedures and universal periodic review | Assistance to Inter-Ministerial Committee on Human Rights for the development of a National Plan of Action and to comply with reporting obligations to United Nations special procedures and treaty bodies. | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint programme |
| | The Government of Haiti demonstrates its engagement with United Nations human rights mechanisms by accepting requests for official visits by United Nations human rights special procedures | | |
| | The Government of Haiti limits to a minimum the number of overdue reports (two currently overdue) to human rights instruments, mechanisms and bodies on the implementation of its national human rights commitments | | |
| Enhanced capacity of the Office for the Protection of Citizens, the national human rights institution, to operate as an independent and reliable human rights accountability mechanism according to the Paris Principles | The Office for the Protection of Citizens maintains status A and the structural capacity to operate as an independent and effective national human rights institution according to the Paris Principles | Provision of assistance to Office for the Protection Citizens, including through placement of experts, provision of equipment and materials and assistance for minor infrastructural rehabilitation | Lead: MINUJUSTH<br>Partners: UNDP<br>Mechanism: joint Programme |
| Strengthened capacity of civil society organizations mandated to monitor human rights violations in an independent manner | Legal proceedings resume for one of the most serious human rights violations committed in the past as a result of joint advocacy initiatives by civil society organizations towards State authorities on fight against impunity | Provision of assistance to civil society organizations, including through the placement of experts and provision of equipment and materials to enhance their capacity to monitor and advocate for serious human rights violations, including those committed by regimes of the past | Lead: MINUJUSTH<br>Partners: UNCT<br>Mechanism: joint programme |

| *Priorities* | *Outcomes* | *Outputs* | *Lead, partners, mechanism* |
|---|---|---|---|
| | State authorities adopt measures, as a result of joint advocacy initiatives by civil society organizations, to protect vulnerable groups against discrimination, including discrimination affecting children in domesticity, migrants, women, and lesbian, gay, bisexual, transgender and intersex persons | | |

## Map


MINUJUSTH
March 2018
international boundary
Departmental boundary
National capital
Departmental capital
Town, village
Main road
Secondary road
Airport
The boundaries and names shown on this map do not imply official endorsement or acceptance by the United Nations.
CUBA
ATLANTIC OCEAN
CARIBBEAN SEA
HAITI
DOMINICAN REPUBLIC
Port-de-Paix
Cap-Haïtien
Fort-Liberté
Gonaïves
Hinche
Port au Prince
Jeremie
Miragoâne
Les Cayes
Jacmel
UNPOL
FPU NEPAL
FPU JORDAN 2
FPU INDIA 1
FPU INDIA 2
FPU SENEGAL
FPU RWANDA
FPU BANGLADESH 3
NORD - OUEST
NORD
NORD - EST
ARTIBONITE
CENTRE
GRANDE - ANSE
NIPPES
SUD
SUD - EST
OUEST